I. GENERAL PROPOSAL INFORMATION

A. Purpose

The Women and Children’s Services Unit (WCSU) within the California Department of Corrections and Rehabilitation (CDCR) is soliciting Requests for Proposals (RFP) for the Family Foundations Program (FFP). The FFP is designed to provide a safe, highly structured environment for female offenders to intervene and challenge identifiable patterns of intergenerational criminality and substance abuse. The FFP is a 12-month alternative sentencing program to which pregnant and/or parenting women are sentenced in lieu of state prison for selective offenses, pursuant to Senate Bill 519, Chapter 64, Statutes of 1994 (Penal Code Section 1174 et.seq).

To be eligible for the FFP, a woman must have a history of substance abuse and be pregnant and/or parenting a child under the age of six years. Exclusionary criteria for sentencing candidates include a violent criminal history or conviction of an offense that might otherwise result in a sentence of more than three years. Inmates, herein referred to as female offenders, must sign a voluntary placement agreement to enter the 12-month program, which is followed by one year of intensive parole supervision. The program is restricted to CDCR female offenders only.

The CDCR owns three FFP facilities where Contractors provide program services. This RFP is for the San Diego facility, located at 3050 Armstrong Street, San Diego, California, 92111. This contract will commence July 1, 2009 through June 30, 2014.

In order to ensure the most cost effective utilization of contract beds, CDCR will, at their discretion, and pursuant to Penal Code (PC) 3410, place Community Prisoner Mother Program (CPMP) qualified female offenders from CDCR’s three (3) female institutions, into the FFP services.

B. Facility Description

The program will be implemented in a CDCR-owned facility that is a 27,650 square foot building constructed in 1998. The building is air-conditioned, and the grounds are fully landscaped with a fenced backyard. There is on-site parking and external overhead night lighting surrounding the facility. The structure is designed as follows:

There are seven dorms/pods in the facility and each pod contains four bedrooms, two bathrooms and a common vestibule/sitting area for the mothers to use for infant feedings and relaxation. Each bedroom is designed to accommodate up to two women and two children (infant cribs/toddler beds supplied, as needed).
The facility has a living room used for house meetings and/or relaxation. A laundry room with industrial washing machines/dryers is available for the facility’s laundry. There are also regular washer/dryers in this room for the female offender’s personal use. The facility also contains a ventilated disposal closet for trash/diapers.

There is a state of the art industrial kitchen with major appliances (e.g., walk-in refrigerator, freezer, dishwasher, grill, automatic icemaker, etc.). There is a walk-in pantry with ample food preparation counter space. The dining room, capacity for 63, has a built-in buffet service line with a separate beverage service area and two mini-refrigerators for milk/ juice. It also contains a separate enclave area for high chair storage.

Contained in the Parenting Center is a Nursery that can sleep up to 16 infants in a secure setting. There are also separate Infant and Toddler Activity Rooms with storage cabinets, sinks, age appropriate furnishings, play equipment, toys, and toddler size restroom facilities. A washer/dryer is also contained in this area for the Parenting Center’s use.

To meet programming needs, the facility has two group rooms, an Arts and Crafts Room and a Vocational Room containing at least ten computers/printers. Inmate visiting is conducted in the living room or dining room. A separate restroom is available for visitors. The facility has a work area for storage of maintenance supplies and equipment. There’s a nurses’ station with an exam room and storage for medical supplies on site.

In the reception area, there is a secure entryway with electronic access. This area also contains a restroom for public access. The facility has seven offices available to staff with three staff restrooms, a copy room, shift exchange room, conference room, and snack/break room for staff.

The CDCR maintains an office and a separate restroom in the intake area. Inmates received from the County enter via the secure sally port located away from the inmate living quarters.

C. Gender-Responsive Services

The Contractor shall provide gender-responsive programming for adult females and their children, less than six years of age. Gender-responsive is defined as creating an environment through site selection, staff selection, program development, content, and materials that reflect an understanding of the realities of women’s lives and addresses the issues of the female offenders. Gender-responsive approaches are multi-dimensional and are based on theoretical perspectives that acknowledge women’s pathways into the criminal justice system. These approaches address social (e.g., poverty, race, class and gender inequality) and cultural factors, as well as therapeutic interventions. These interventions address issues such as abuse, violence, family relationships, substance abuse and co-occurring disorders. All services must be provided onsite, and provide a strength-based approach to
treatment and skill building. The emphasis is on self-efficacy. This definition provides the foundation for gender-responsive policy and practice (Bloom, Owen & Covington, 2003).

Gender-responsive services to be provided at the FFP include, but are not limited to: Program Phases, Program Orientation, Risks and Needs Assessment, an Individualized Treatment and Rehabilitation Plan (ITRP), Coordinated Case Management, Trauma Treatment, Substance Abuse Education and Treatment, Cognitive Skills Development, Relapse Prevention, Domestic Violence Prevention, Life Skills Development, Family-Focused Services, Parenting Skills Training, Educational Services/GED Preparation, Vocational/Job Readiness, Discharge Planning and Alumni Group participation. The FFP staff must be family-focused, strength-based, trauma-informed, and culturally competent.

D. Eligible Bidder

Private non-profit or for-profit corporations, agencies or businesses may submit proposals in response to this RFP. The bidder must provide proof that they are qualified to do business in the State of California and meet the administrative and program experience requirements.

E. Contract Term

This contract is due to commence on July 1, 2009 (or upon Department of General Services’ (DGS) approval, whichever occurs last) and will terminate on July 30, 2012. At that time, CDCR has the option of renewing the contract term two (2) times, for a period of one year for each extension, if the Contractor agrees.

The Contractor shall have all systems and personnel in place to begin operation on the scheduled contract commencement date or upon contract approval by the Department of General Services, whichever occurs last, and to transition female offenders into the program as soon as feasible after that date.

Proposals should be based on a performance period of sixty (60) months as stated above. The resulting contracts will be of no force or effect until both parties have signed. The proposing agency is hereby advised not to commence service performance until the contract is formally awarded and all approvals are obtained. Should performance commence before all approvals are obtained, said services shall be considered to have been volunteered.

F. Funding

It is anticipated that one agreement will be awarded under this RFP. The maximum funding for the program is $7,341,867.00
G. Disabled Veteran Business Enterprises Program Requirements
Public Contract Code Section 10115 ET. Seq.

The DVBE Resource Package is available for download at http://www.pd.dgs.ca.gov/Publications/resource.htm. DVBE participation of no less than 3 percent is mandatory for all bids exceeding $15,000. These requirements apply whether conducting business as a for-profit or nonprofit individual, partnership, or corporation. In order to be deemed responsive and eligible for award of the Agreement, the bidder must attain the prescribed goals or demonstrate that a “good faith effort” (GFE) was made to meet the goals.

In order to document your DVBE participation, you have been provided with a package entitled “DVBE Program Requirements & Bidder Declaration” (Attachment 10). The STD 840 and GSPD 05-105 can be found at the end of this package. These forms must be completed and turned in with your bid package.

The DVBE participation goals or “GFE” must be based on the total amount of your bid proposal 100%.

Failure to submit the completed worksheets with the bid proposal will result in automatic rejection of your bid. Your bid will also be rejected if the DVBE requirement is not met (either by not meeting the goals or improperly demonstrating and documenting that a “good faith effort” was made).

Proof of Department of General Services DVBE certification for your firm and/or subcontractors must be submitted with your DVBE Participation Worksheets.

The State has the discretion to accept one DVBE advertisement in a consolidated trade and focus paper as long as the trade and focus paper meets both legal definitions and criteria for the specific bid.

NOTE: BIDDERS NEED TO BEGIN THE REQUIRED DVBE PARTICIPATION PROCESS AS SOON AS POSSIBLE TO ALLOW ADEQUATE RESPONSE TIME FOR POTENTIAL DVBE PARTICIPANTS.

H. Mandatory Bidders’ Conference

Prospective bidders must be aware that attendance at the Bidders’ Conference is mandatory. Any bidder wishing to submit a bid must either attend or send a representative authorized to submit a bid proposal on behalf of the bidder. Failure to attend or provide representation will result in the bidder’s elimination from the bidding process.

The mandatory Bidders’ Conference will be held on Thursday, April 16, 2009 from 10:00AM to 2:00 PM at 10000 Geathe Road, The Learning Center Bldg, Room B, Sacramento, California 95827. The purpose of provide feedback to CDCR on the specifics of the RFP and/or DVBE requirements. While some input obtained at the conference may be incorporated into the RFP, remarks and explanations made at the conference may not necessarily change the provisions of the RFP. Any
modifications to the RFP will be documented by an addendum and forwarded to all bidders. If discrepancies occur between the RFP and the bidders' conference discussions, the RFP shall prevail. If discrepancies occur between the RFP and any addenda, the addenda shall prevail. Information regarding this conference may be obtained by contacting Lisa Laeber at Lisa.Laeber@cdcr.ca.gov.

In addition, it is requested that the bidder (or their representative) bring the RFP and DVBE packages in their entirety to the Bidders' Conference to use as a reference in conference discussions and referrals as additional copies of this RFP and attachments may not be available at the conference.

I. Letter of Inquiry

CDCR requests that any questions related to the RFP specifics and/or DVBE requirements be submitted in writing to allow CDCR time to research and prepare a response. Submit your letters of inquiry by 12:00pm on Wednesday, April 8, 2009 either by mail to Lisa Laeber at the Department of Corrections and Rehabilitation, Office of Contract Services, P.O. Box 942883, Sacramento, California, 94283-0001 or email to Lisa.Laeber@cdcr.ca.gov.

II. PROJECT INTRODUCTION

A. Background

To facilitate the female offender reform efforts, the CDCR created a strategic plan for improving outcomes for female offenders through implementing gender-appropriate operational practice, programming, medical and mental health care treatment services, and community placements.

This strategic plan provides the structure for:

- Meeting the physical and mental health needs of female juvenile and adult offenders through gender-responsive treatment;
- Creating policies and operational practices that ensure safe and productive custodial and non-custodial environments;
- Developing and implementing educational, vocational, and treatment programs that target pathways to repeat offending;
- For the majority of female offenders who will be released to the community, developing a re-entry plan at reception; and
- Designing and overseeing a community-based service delivery system for low-risk female offenders.

The CDCR commits to effectively impact the female offenders’ successful reintegration into society by addressing their physical and mental health needs, and providing employment and education.
In January 2005, the CDCR established the Gender-Responsive Strategies Commission (GRSC) to develop an overall strategy for improving outcomes for juvenile and adult females incarcerated or on parole. This Commission was created in response to the significant growth of the female CDCR population and the differences that exist between female and male offenders in terms of management and rehabilitation. To guide its work, the GRSC developed a vision and mission statement.

The FFP model and this RFP are based on the vision and mission of the GRSC and the National Institute of Corrections Gender-Responsive Strategies: Research, Practice and Guiding Principles for Women Offenders (Bloom, Owen, and Covington, 2003).

B. Mission

To provide female offenders with gender-responsive supervision, treatment, and services that increase opportunities for successful reintegration into their communities while reducing the numbers of females incarcerated in California.

C. Guiding Principles

1. Gender: Acknowledge that gender makes a difference.
2. Environment: Create an environment based on safety, respect, and dignity.
3. Relationships: Develop policies, practices, and programs that are relational and promote healthy connections to children, family, significant others, and the community.
4. Service and Supervision: Address substance abuse, trauma, and mental health issues through comprehensive, integrated, culturally relevant services and appropriate supervision.
5. Socioeconomic Status: Provide women with opportunities to improve their socioeconomic conditions.
6. Community: Establish a system of community supervision and reentry with comprehensive, collaborative services.

According to evidence-based practice, community correctional facilities can provide a range of rehabilitative services that assist women with alcohol and drug recovery, employment, education, housing, family reunification, and social support. Research shows that most women offenders have significant substance abuse problems and that addiction for women is a multi-dimensional issue involving complex environmental and psychosocial challenges. Addiction comprises a piece of a larger mosaic that includes a woman’s individual background and the social, economic, political, and cultural forces that shape the context of her life. Studies confirm that gender differences exist among men and women substance abusers regarding their relationships with family members; for example women substance abusers tend to have severe family and social problems coupled with minimal family support upon entering treatment (Grella, 2003).
Through this RFP, the CDCR seeks integrated programming approaches based on theories that fit the psychological, social, and developmental needs of females. These areas include, but are not limited to, physical, sexual, and emotional abuse, family relationships, trauma, substance abuse, co-occurring disorders, and educational and vocational skills. The CDCR will contract for programs and services that are relationship and strength-based, trauma-informed, and culturally competent. Trauma-informed services require staff knowledge about violence against women and the impact of trauma; thereby increasing their effectiveness.

Strength-based Services – It is the expectation the staff shall:
- Build upon the strengths of the women in order to raise their motivation for treatment;
- Empower the women to recognize personal responsibility and accountability;
- Provide positive reinforcements; and
- Provide positive behavior support through peers or mentors.

Trauma-informed Services – It is the expectation the staff shall:
- Take the trauma into account;
- Avoid activities or behaviors that trigger trauma reactions;
- Adjust the behavior of counselors, staff, and the organization to support the individual; and
- Allow survivors to manage their trauma symptoms.

Culturally Competent Services – It is the expectation that the staff shall:
- Possess the willingness and ability to value the importance of culture in the delivery of services;
- Promote quality services to all by valuing the differences and integration of cultural attitudes, beliefs and practices into the program; and
- Consider cultural attitudes, beliefs and practices in the diagnostic and treatment methods to be used.

D. Theoretical Framework

Theoretical/Conceptual Foundation

The Contractor shall establish and operate the FFP based on a clearly articulated theoretical framework. It is expected the program philosophy will be grounded in research and knowledge on females’ programming and service needs as well as treatment modalities. An integrated, comprehensive model will use programming approaches based on theories that fit the psychological, social and cultural needs of women. Programs will utilize a strength or asset-based approach to treatment and skill building. All ITRP should include cognitive, affective, and behavioral approaches. At the cognitive level, education can provide opportunities to learn about substance use disorders as well as critical thinking and decision making. The affective level can help women learn to express their feelings appropriately and to
contain them in healthy ways. The behavioral level can help women make changes in their substance-abusing behavior and criminality as well as increase levels of functioning in their lives (Covington, 1999). It is expected the treatment philosophy will be reflected in both the content and environment of the program.

In order to develop gender-responsive treatment and services for women, it is essential for the Contractor to have a theoretical framework. This is the knowledge base that creates the foundation upon which programs are developed. Four fundamental theories for creating women’s services include: pathways theory, relational theory, trauma theory, and addiction theory.

**Pathways Theory**
Research done among women has shown the most common pathways to crime are based on survival of abuse, poverty, and substance abuse. Female offenders often have histories of sexual and/or physical abuse that appear to be the major roots of delinquency, addiction, and criminality.

**Relational Theory**
According to relational theory, females develop a sense of self and self-worth when their actions arise out of, and lead into, connections with others. Relationship-based approaches and services focus on connection, not separation among women.

**Trauma Theory**
Trauma and addiction are interrelated issues in the lives of incarcerated females and women on parole. Although they are therapeutically linked, these issues have historically been treated separately. Trauma and addiction theories provide a critical element in the integration of and foundation for gender-responsive services. As the understanding of traumatic experiences has increased, mental health practice has changed accordingly. It is now considered necessary for service providers to become “trauma-informed” if they want to be effective. Becoming trauma-informed is particularly important for the correctional system as the standard operating practices of searches, seclusion, and restraint may traumatize/re-traumatize women.

**Addiction Theory**
The holistic health model of addiction, with the inclusion of the environmental aspects of disease is the theoretical framework recommended for the development of women’s services (Covington, 1999; 2002). This is consistent with information from the National Institute of Drug Abuse (NIDA) and the Center for Substance Abuse Treatment (CSAT).

The holistic health model allows clinicians to treat addiction as the primary problem, while also addressing the complexity of issues that women bring to treatment such as: health issues, shame, isolation, a history of abuse, or a combination of these.
E. Environment

The development of effective gender-responsive services needs to include the creation of a therapeutic environment. The Contractor shall develop a “therapeutic environment” that is women-centered, safe, secure, supportive, and nurturing. Such an environment encourages trust, bonding, and connection. The primary characteristic of a therapeutic environment for women is safety. To promote behavioral change and healing, the therapeutic environment must also be inviting and welcoming, with culturally appropriate decorations and pictures. Sensitivity to trauma-related issues is critical. It is essential for women to have a physically and psychologically safe, welcoming, and healing space for their recovery process.

The term “therapeutic milieu” refers to a carefully arranged environment that is designed to reverse the effects of exposure to situations characterized by interpersonal violence. The therapeutic culture contains the following five elements, all of them fundamental in both institutional settings and in the community:

- Attachment: a culture of belonging
- Containment: a culture of safety
- Communication: a culture of openness
- Involvement: a culture of participation and citizenship
- Agency: a culture of empowerment (Haigh, 1999)

F. Effective Approaches

The Contractor shall utilize effective approaches in the program design and model. Further, the Contractor shall have in place approaches that will support their specified theoretical framework.

G. Quality Improvement

A Continuous Quality Improvement (CQI) process will be used by CDCR to ensure the successful implementation and provision of services to FFP female offenders. As part of the CDCR’s interest in best practices, process and outcome evaluations will be built into the contract process.

Process and outcome evaluations are important in terms of making adaptations in program quality and in determining the characteristics of effective interventions. Process evaluations are useful in that they describe attributes of programs and provide feedback to practitioners about the quality and integrity of program components and service delivery.

The WCSU will work closely with the Contractor during program implementation. WCSU’s role will include, but not be limited to, monitoring the progress of the Contractor through program implementation, services provided, female offenders’ interaction with staff and each other, and the environment of the facility. As concerns are brought forward, WCSU will work with the Contractor to find solutions
to resolve issues and concerns. WCSU will provide technical assistance to the Contractor as necessary.

H. Participant Data and Outcome Measures

The Contractor shall maintain assessment, participant and program data for reporting, evaluating, service coordination, participant-level assessment and progress tracking, and service payment purposes.

Participant and program data characteristics shall include data elements necessary to uniquely identify participants, and evaluate programs to the extent that data are relevant to FFP participants. Data elements shall include, at a minimum, the following:

Intake/Demographics

1. Unique identifier for the Contractor’s program and location.
2. Admission date to FFP.
3. Participant CDCR Number.
4. Participant Name.
5. Participant Social Security Number (SSN).
6. Participant Date of Birth.
7. Marital Status.
8. Disability.
9. Number of prior substance abuse treatment episodes.
10. Victim of domestic violence or physical abuse.
11. Victim of sexual abuse.
12. Number of children and living arrangement of each child (i.e. foster home, adopted, relative).
13. Name, date of birth and SSN of each child.
14. Primary caregiver of each child.
15. Living situation prior to admission to FFP.
16. Employment status prior to admission to FFP.
17. Highest level of education completed.
18. Age at first drug/alcohol use.
19. Number of years of problem use.
20. Primary/secondary drug of choice.
22. Age at first arrest.
23. Number of prior arrests.
24. Ever in jail for a probation violation. (Y/N)
25. Ever expelled from school. (Y/N)
26. Ever fired from a job. (Y/N)
27. Ever work full-time for one employer for six months or more. (Y/N)
28. Family structure (close relatives and living arrangements of each).
29. Completion of a Northpointe Women’s COMPAS Risk and Needs Assessment.
30. Development of an Individualized Treatment Rehabilitative Plan (list of services).

Treatment Services

Substance Abuse Treatment:
1. Received substance abuse services (Y/N).
2. Number of sessions attended.
3. Urinalysis testing dates and results.
4. Participation in 12-Step meetings (Y/N)

Trauma Treatment
1. Mental Health (Group, Family, Individual Counseling):
2. Received counseling services (Y/N).
3. Number of sessions attended

Employment/Vocational Training
1. Received Employment/Vocational Services (Y/N).
2. Number of sessions attended.
3. Education.
4. Received education services (Y/N).
5. Program goals, (GED, Employment Preparation, Improved Literacy Levels, etc.).

Parenting Skills Development
1. Mother/Child Visiting and Family Reunification:
2. Number of visits by children.
3. Number of passes issued for family reunification.

Performance Measures and Outcome Evaluations

Process and outcome evaluations are important in terms of making adaptations in program quality and in determining the characteristics of effective interventions. Process evaluations are useful in that they describe attributes of programs and provide feedback to practitioners about the quality and integrity of program components and delivery of services.
Outcome evaluations are valuable because they describe measures of program success or failure. They examine the short and long-term impact of the intervention on program participants. Ideally, outcome measures used in evaluations should be tied to the program’s mission, goals, and objectives. They should go beyond the traditional recidivism measures to assess the importance of specific program attributes. Short-term and long-term outcome measures for women-specific programs should include:

- Program participation, completion, and discharge from the program;
- Alcohol and drug recovery;
- Improved physical and mental health;
- Improved literacy levels/educational attainment;
- Vocational training and employment placement;
- Increased family contact (including children);
- Improved family relationships;
- Enhanced parenting skills and reunification with other children;
- Increased access to community-based re-entry services (housing, etc.);
- Reduced recidivism.

The objective of this program is to address the needs of female participants which will better enable their success in the community, the ability to live a crime and drug-free lifestyle, employment status, family relationships, discharge from parole, and recidivism. The goals of the Contractor will be to achieve, at a minimum, the following performance measures annually throughout the term of the contract:

1. Treatment Phase
   A minimum of 50 percent of program participants will meet their treatment goals as defined in their ITRP.

2. Discharge
   Of the 50 percent who met their ITRP treatment goals, 60 percent will be gainfully employed or enrolled in a trade school, community college, or an adult school to become more employment ready.

   A minimum of 50 percent of the participants who complete their ITRP treatment goals will transition into a stable housing situation.

I. Transition of the Agreement to a Successor

The FFP Contractor shall have a plan of transition for participants, participant records, and data to a successor. The plan shall include the steps that will be taken prior too termination of the agreement to ensure that both the participants and the successor Trauma-Informed Substance Abuse Program (TI-SAP) Contractor are prepared for a smooth transition into a new program. The plan may also specify what steps the FFP Contractor will take after termination of the agreement to continue to provide data and assistance to the successor for a
minimum of six weeks after the termination date. This plan must be approved by WCSU and updated as requested by WCSU during the life of the agreement.

Note: All participant case files developed at the institution for CDCR inmates through this contract shall remain the property of CDCR/WCSU.

The Contractor will be required to utilize a database developed by CDCR to accurately and timely collect program related data for both reporting and evaluation purposes. The following requirements must be followed in conjunction with the collection of program related data:

- Purchase and install the necessary software for utilization of the CDCR database.
- Ensure and verify the validity of the data and protect the data from unauthorized access and/or destruction due to negligence, malice, or disaster.
- Cooperate in the evaluation of the program and assist CDCR and any designated evaluators on any additional data collection efforts and program analysis.
- Submit program data to CDCR by the 15th day of each month.
- Provide all data collected to CDCR upon termination of the contract.

The CDCR or authorized designee shall have access and the right to examine, audit, excerpt, copy and transcribe any books, documents, papers, or records of the Contractor which in the opinion of the State may be related or pertinent to this agreement. Such material must be retained for a period of three (3) years after the termination of the Agreement or until an audit is completed by the State and all questions arising there from are resolved, whichever is sooner.

Any and all agreement related information and/or records belonging to the State shall be available in non-proprietary electronic formats. Any and all electronic files shall be unencrypted, uncompressed, and unlocked. Any and all information not electronically generated or in electronic format shall be scanned to a *.PDF file (includes all text) or *.jpg file (images), whichever is appropriate. Any and all information for the Fiscal Year (FY) quarter shall be submitted on good quality, single data layer, one-session finalized DVD+/-R(s) in a slim, clear-cover jewel case as part of the June Monthly Operational Invoice. Any other types of storage are unacceptable. The DVD(s) shall be labeled with at least (in this order) the agreement number, contractor name, FY, quarter number, name of facility, and enumeration of disks in the following format: disk number and total number of disks. The disks shall be named accordingly.

If the Contractor allows FFP related records/documents to be held or manipulated by a third party, the Contractor will be responsible for securing and providing said records/documents to CDCR in a timely manner.
The Contractor shall have procedures to ensure confidentiality of information and to protect the data from unauthorized access and/or destruction due to negligence, malice or disaster.

The Contractor shall not release or reveal any report, publication and/or statistical data related to the female offenders and/or female offender programs without the prior written approval from the CDCR.

III. ORGANIZATIONAL OVERVIEW

A. Organizational and Contractor’s Administrative Experience/Knowledge

The Contractor should be an organization that has had experience within the last five (5) years in the administration of previous contracts, (grants and/or awards) working with female offenders providing gender-responsive substance abuse program services within a correctional facility such as a State or Federal Prison, Community Correctional Facility (CCF), or other secured criminal justice facility operated 24-hours per day, 7-days per week. Administrative experience should include all administrative functions of a project, including fiscal, accounting, budgeting, personnel and contract/grant management.

B. Contractor’s Administrative Staff Experience and Knowledge

The Contractor’s administrative staff should have experience administering substance abuse programs within a correctional and/or community setting as described above within the last five (5) years. Administrative staff is defined as current, full-time employees (in excess of 35 hours per week) of the organization. Administrative staff are individuals performing at the level of Chief Executive Officer (CEO), Head Administrator, and clinical staff that have decision-making authority in an administrative area of the organization. Résumés' of the Contractor’s key administrative staff shall be reviewed and approved by the WCSU prior to agreement execution and for replacement of personnel during the term of the agreement.

C. Organizational Structure

The Contractor shall provide an organization chart. The chart shall reflect the overall corporate structure and chain of command.

The Contractor’s organizational structure must be able to fully staff, support and operate a program that is geographically remote from its administrative headquarters. A copy of all employee records, and all updated records, must be maintained at the FFP facility site.
D. Documentation of Prior Service Delivery

Applicants must provide documentation in the form of contract awards, program literature and written materials describing the history and successful operation of the organization’s program and service. Each bidder shall submit information on the bidder’s history and background that addresses its origin, purpose, growth history, future potential, and any organizational expansion(s) previously achieved and/or currently planned. To be included are dates and names of key individuals who founded, directed, managed and/or impacted the organization during the last five-year period. Additionally, to be included: (1) information regarding any legal actions resulting in a judgment against the bidder within the last ten years stemming from the administration or operation of a correctional program; and/or (2) a listing of any pending litigation against the Bidder. If there is no prior or pending legal action(s) filed against the Bidder, the Bidder must provide a statement to this effect.

Bidders must submit a minimum of one Letter of Recommendation (LOR) from an agency and/or organization that has awarded an agreement to the Bidder within the last seven (7) years for operational services similar to those reflected in this RFP and that are used to meet the Bidder’s qualifications. The LOR must identify the type of agreement, and shall include the following information:

- Location of agreement
- The term (time period) of the agreement
- Scope and nature of the agreement service provided
- Facility size, level and type of resident population

IV. FFP POPULATION INFORMATION

The Contractor must possess a thorough understanding of the population being served at the facility, an awareness of gender-responsive programs and services, and the pathways for women into the criminal justice system. The Contractor must also possess a thorough understanding of what family-focused trauma-informed, strength-based, and culturally component services consist of in a gender-responsive program. Specifically, the Contractor shall understand these elements:

- The multi-dimensional issues, which involve complex environmental and psychosocial challenges for females.
- Special considerations regarding the female offender population. These may include such factors as substance abuse, educational aptitude, trauma, parenting and other mental health issues.
- Best practices for female offenders program needs during an in-custody program.
- Gender-responsive factors which influence substance abuse relapse while in custody and in the community i.e., lack of vocational skills, safe living environment.
- Gender-responsive motivations which influence participation in
community-based substance abuse and trauma treatment program.

- Gender-responsive factors which influence a return to criminal behavior on parole.

V. PROGRAM SERVICES

The Contractor must have evidence of administrative capability in residential programs within the last five years, serving a population of similar size (35 women and 40 children), scope, funding and length of time as required in this RFP. Administrative experience must include fiscal, accounting, budgeting, personnel and contract/grant management.

The Contractor must have evidence of comprehensive service delivery capability within the last five years, providing services in the areas of substance abuse treatment, trauma treatment, parenting skills development, vocational skills building and relapse prevention services to a population of similar size, scope, funding and length of time as required in this RFP.

The Contractor shall administer and operate the FFP in accordance with the provisions outlined in this RFP, FFP Agreement, Title 15 California Code of Regulations (CCR), CDCR Departmental Operations Manual (DOM), WCSU program directives, operational procedures and applicable laws and regulations.

A. Risk and Needs Assessment

The Contractor’s clinical staff shall complete a risk and needs assessment within 7 days of the woman’s entry into the FFP. The assessment shall identify each female offender’s strengths, needs, and risk factors and will have included the life conditions of the female offender at the time of the crime as well as examples of female offenders’ assets and capabilities. Assessment is a process of examining a life in more detail so that diagnoses can be made for substance use disorders and possible co-occurring issues. Ongoing reassessment will be necessary to adjust the service plan as the female offender progresses through her treatment goals. This assessment will serve as the ongoing service plan for the woman through discharge from parole.

The assessment shall include, but is not limited to the following areas:

- Personal development and family of origin;
- Educational development;
- Vocational/Employment; Criminal justice involvement, both as an adolescent and adult;
- Past and current relationships;
- Physical, emotional, and sexual abuse/incest history;
- Parenting history, including children’s ages, needs, current places of residence, difficulties and strengths and the mother’s plans for reunification with children if appropriate;
• Medical history, including use of psychotropic medications;
• Psychological history, including trauma;
• Alcohol and drug use history, including substance use/abuse patterns in the woman’s family of origin;
• Living situation prior to commitment;
• Examples of resiliency; and
• Assets and capabilities.

At the time of contract execution or any time thereafter, CDCR/WCSU may implement the Northpointe COMPAS Risk and Needs Assessment.

B. Individualized Treatment and Rehabilitation Plan

After completion of the Risk and Needs Assessment, the Contractor’s clinical staff shall prepare an Individual Treatment and Rehabilitation Plan for each female offender. This plan will outline the female offender’s course of treatment in the FFP program, to include plans for successful re-entry. The plan is based, in part, on information obtained in the initial interview and assessment process. The ITRP builds on a woman’s strengths and capabilities and serves as the fundamental basis for providing care to the woman throughout her FFP program.

The ITRP will address the range of needs identified in the assessment including those related to:

• Substance abuse.
• Co-occurring disorders.
• Physical, dental, and mental health.
• Trauma.
• Parenting skills and social service issues related to the female offender and her family
• Immediate and long-term treatment goals.
• Most appropriate treatment methods and resources to be used.
• Specific re-entry needs and aftercare plans, i.e. Female Offender Treatment Education Program (FOTEP), community linkages, housing, employment, child care, etc.

The female offender must be involved in the development of her ITRP and sign it when completed, and whenever amended. Clinical staff shall regularly monitor and document the progress of the female offender in achieving the treatment goals.

C. Program Elements

Program elements include, but are not limited to:
1. Program Phases

The Contractor must provide therapeutic services in three phases. In order to facilitate relationships among female offenders in the same phase, female offenders must meet together, as a phase-group, at least three times per week in group sessions, classes or activities. The phase components must include, but are not limited to the following:

Phase I (Education and Discovery)
It is the expectation that female offenders shall:

- Review the Orientation Handbook and learn program rules and expectations.
- Become acquainted with the principles of recovery.
- Identify negative effects of drugs and alcohol on their bodies, in their lives and with their children, as well as the fetus, and gain an understanding of the physiological and psychological effects of drugs.
- Understand the disease concept and the social stigma of addiction and criminality.
- Gain an understanding in the use, misuse, abuse, and addiction of drugs, including denial and other defense mechanisms.
- Learn the value of support groups, asking for help and giving and receiving positive and negative feedback.
- Gain an understanding of family systems and explore family of origin.
- Build trust; explore feelings and emotions as core components of treatment.
- Receive education on HIV/AIDS awareness, smoking cessation and domestic violence.
- Learn the importance of nutrition and participate in physical education, recreation relaxation, and exercise activities.
- Learn time management skills.
- Gain an understanding of self, relationships, sexuality, and spirituality.
- Begin the 12 Steps recovery model.
- Learn the importance of bonding with their child(ren) in the program and explore grief issues about “other children left behind”, with relatives, in foster homes and/or adopted.

Phase II (Insight and Recovery)
It is the expectation that female offenders shall:

- Address both substance abuse since adolescence and developmental delays caused by damaging relationships and multiple traumas.
- Learn how to cope with peer pressure.
- Gain a deeper understanding of the 12 Steps recovery model.
- Increase self confidence, self reliance and self image.
- Demonstrate increased responsibility in parenting skills, peer relationships and facility chores.
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- Strengthen relationships with appropriate family members and other children through visits, letters, and telephone calls.
- Assume ownership for meeting treatment plan goals through groups, individual counseling and activities.
- Become aware of their history of parental loss/rejection and how that loss affects their ability to nurture children.
- Learn skills related to communication, decision making, assertiveness training, goal setting, conflict resolution and social skills.
- Learn alternatives to substance use, recognize high risk situations including overt and covert pressure to use, and manage the ongoing problems of daily life.
- Recognize the impact of actions on others.
- Gain a deeper understanding of self, relationships, sexuality, and spirituality.
- Become involved in vocational and educational training.
- Assist peers with problem resolution.
- Demonstrate healthy bonding with children and learn the ages and stages of child development.

Phase III (Relapse Prevention and Transition Home)

It is expected that female offenders shall:

- Demonstrate skills in making healthy choices.
- Serve as Big Sister, understanding the mentorship role.
- Deal appropriately with emotions and feelings to avoid relapse triggers that threaten sobriety and abstinence.
- Finalize individual relapse prevention plan for long term sobriety.
- Demonstrate mastery of appropriate and effective coping strategies in sober living, establish support systems, and prepare for independent living.
- Gain skills in career awareness, job readiness, computer technology, and linkage to community services.
- Demonstrate bonding connections with their children and sensitivity to their needs.
- Demonstrate appropriate drug-free decisions and learn to deal with fear and recovery sabotage.
- Demonstrate improved parenting skills.
- Understand “lifestyle balance” while coping with employment, employers, parenting, parole, relationships, family and friends.
- Understand barriers to successful reentry.
- Demonstrate maturity in the relationship with their parole agent.

The Contractor shall conduct a Client Perception Survey (Attachment 1) at the end of each phase that allows the female offender to assess her program progress. These surveys shall be filed in the female offender’s file that contains the Client Activity Sheets (CAS) (Attachment 6).
Each female offender must receive an Orientation Handbook (Attachment 2) which the on-site Correctional Counselor (CC) and staff will review with the new female offender. Orientation must include program expectations with regard to participation and planned program activities. Female offenders must sign the last sheet acknowledging their review of the Handbook. The signature sheet must be filed by the counselor in the participant’s file.

The female offender should be assigned a peer mentor to guide her in the introductory process. The orientation phase focuses on developing motivation and commitment, focusing on expectations regarding participation, behavior, activities, privileges, programs, work assignments, religious services, education and vocational training. Mail, packages, special purchases, medical, dental, telephone procedures, appeals and visiting shall also be explained in this program orientation.

Additionally, the Contractor must have up-to-date written handout material to summarize and detail facility information such as the availability and schedule of facility activities, programs, work assignments, educational/vocational opportunities, meal times, count times, recreational times and other pertinent information. Information must be made available to women who do not speak English. Each female offender will also be provided a CCR Title 15.

Upon arrival at the facility, female offenders shall be issued a picture identification card, sleeping room assignments, linens, blanket, towels, washcloths, hygiene items, undergarments in appropriate sizes, deodorant, toothpaste, toothbrush, comb or brush and soap. If the resident does not have clothing of her own, the Contractor must also provide the resident with appropriate clothing in the correct size.

**Self-Help Groups**
In-house meetings shall be led by recovering community volunteers, if available, program graduates, or female offenders in the final phase of treatment. Prior to 120 days to discharge from the FFP, female offenders must have a 12-Step sponsor. When the female offender reaches 120 days to release on parole, she may be eligible (per PC Section 6254) to attend 12-Step meetings in the community with her sponsor or other appropriate 12-Step members as approved by the contractor staff and WCSU.

**Group Counseling**
In addition to substance abuse education and recovery, there shall be process groups that focus on deeper issues such as incest, domestic violence, prostitution, self-esteem and parenting issues. The interactive group process helps to build the following social skills: self-disclosure, trust, communication, listening, and problem solving. Clinicians must provide one session per week that focuses on child, adolescent and adult trauma as well as grief and loss, and mother-daughter interactions. Teaching methods must include role play, role modeling of skills and behaviors, practice of repetitive statements, feedback to reinforce performance, homework that is generalized to real life situations and structured and unstructured
paths to test attitudes, maturity, perceptions and behaviors. These groups will be facilitated by a counselor or other clinical staff and should be no larger than a 10:1 ratio.

**Family Counseling/Family Focused Services**
Family counseling, provided by the clinician, will be available to female offenders and selected family members, if determined appropriate by clinical staff. The family counseling services will begin a dialogue between the female offender and her family members, providing a pathway to the development of healthy family relationships.

Whenever possible, the family should be engaged in program services, including case management, service delivery, and ongoing care. Family-focused services emphasizing family strength and recovery have been shown to produce more successful outcomes. They also provide the necessary support women need to successfully return to the community. Being family-focused means involving the family, wherever possible, at all levels of care from clinical interventions to transitional planning. Family visitation is an integral part of this process.

**Individual Counseling**
Clinicians shall conduct weekly individual counseling sessions as an opportunity to deal with personal issues on a one-to-one basis. Clinicians will use individual treatment time to develop, monitor and update the ITRP, identify and build upon personal strengths, and assess high risk situations.

**Parenting Skills and Early Child Development Services**
Parenting skills development and early childhood development services shall include the implementation of a comprehensive child development program that provides quality child care for all infants, toddlers and pre-school age children in the program. The Contractor shall provide a program to help children develop and learn through exploration, interact with a wide variety of materials and foster the development of language and communications skills through the imitation of role models.

Because child development proceeds in predictable steps and learning occurs in recognized sequences, the program must be carefully structured to provide the children with developmentally appropriate challenges. The program must provide ongoing opportunities to interact with peers and adults in a safe environment that provides the child with security and acceptance.

The Parenting Center has been designed to care for children from ages zero to six years of age. The infant program provides constant supervision and care for infants, focusing on appropriate ways to hold, feed, diaper change, play and interacts with infants in a calm environment that encourages growth and development. The toddler program focuses on the development of language and social skills including teacher-initiated learning and indoor and outdoor play. Pre-school children may participate in off-site programs focused on intellectual development and social skills, per approval by the Child Development Specialist.
Parenting skills training shall be provided to female offenders in a classroom setting as well as ‘hands-on’ experience in child care. A recommended child development curriculum list is attached. (Attachment 3).

**Substance Abuse Treatment and Education**
Intensive gender-responsive substance abuse education and treatment should include didactic (educational), experiential and interactive learning opportunities based on females’ lives and patterns of addiction. Topics must include risk and resiliency factors, relapse prevention, the impact of drug use on families and others, recovery life skills, stress management, spirituality, assertiveness and refusal skills.

**Vocational and Educational Services**
Educational programs are intended to ensure that the literacy level of every woman is at least at the ninth grade level. Vocational services must also be focused on women who do not have a high school diploma or a General Education Degree (GED). Both educational and vocational programs are intended to increase or provide job readiness and life skills that will better prepare the women for employment opportunities upon return to the community. At a minimum, vocational programs need to provide job readiness skills; how to get along with co-workers; how to take direction and interviewing skills.

In order to prepare the female offender for transition home, vocational training shall create a work-like environment where female offenders can gain an understanding of fundamental responsibility, including reliability, completion of work assignments and constructive interaction with peers.

The Contractor shall provide a Computer Literacy Lab to prepare women for self sufficiency and entry into the job market. At a minimum, the female offender Literacy Lab must have Windows XP, Office 2003, Microsoft Word and Excel, or Vista operating system. Vocational programs should be relevant to the job market in the local community where the FFP is located. Vocational programs that provide a nationally recognized certificate (such as Teacher’s Aide or Master Chef) are preferred. The ability of women to be self-sustaining in the community is dependent upon their employment skills and recognized training program completions can be presented to potential employers enhancing the likelihood of success.

College-level coursework offered by local community colleges may be provided on site, however, these must be grant funded or must be no cost to the State.

**Life Skills Development**
An underlying goal in all classes, group, and individual counseling shall be the development of skills. Skill building must be based on strengths and capabilities that were identified in the intake and assessment process. Existing skills will be enhanced and new skills will be developed. Specific skill-building activities will include, at a minimum, parenting classes, budgeting and money management, educational and job readiness, HIV/AIDS prevention, conflict management, decision
making, communication skills, the value of support groups, recognizing the impact of actions on others, and increased self confidence, self reliance and self image.

Female offenders are allowed to serve as inmate clerks to the On-site Correctional Counselor or the Program Director. Inmate clerks are prohibited from having any access to confidential information of female offenders, including access to their own confidential documents. Inmate clerks shall only be allowed to work on a stand-alone computer that has no access to email or the internet. Female offenders must comply with all State Information Practices (Civil Code Section 1798, tense.) requirements per CCR Title 15, Section 3041(e) (1) & (2). The female offender must maintain an acceptable attitude and demeanor at all times, arrive to work neatly dressed and clean, and be conscientious in the performance of all tasks.

**Sober Living Skills**
Relapse prevention services must be broad in scope and include the factors most common to a woman’s relapse: a) mental illness including depression and post traumatic stress disorder due to trauma; b) lack of skills for coping with the stressful situations in which she lives; c) her relationships, especially with substance-abusing partners; d) sexual issues; and e) lack of support systems. Attendance at 12-Step meetings and other self-help groups will also provide a support foundation within the community when the female offender returns home.

**Trauma Treatment**
Female offenders are very likely to have suffered numerous episodes of trauma throughout their lives. Treatment is an imperative element of the FFP model and must be addressed, aside and apart, from any other group sessions. Clinicians shall provide both individual and group counseling to any women in need of such services at a ratio no greater than 10:1.

**Wellness, Exercise and Recreational Program**
Exercise, sports, leisure activities, and cultural events must be organized and led by program staff, volunteers, and/or female offenders. These activities will promote social interaction, health and fitness, and sober living skills.

The Contractor shall provide recreation and physical education programs consistent with DOM Section 53070 and CCR, Title 15, Subchapter 3, Article 2.

Staff escorted outings (picnics, walks near the facility, mother-child trips) are encouraged in nice weather. The Contractor shall have a formalized program of exercise, i.e. walking within the facility, aerobics, yoga, and dancing, as regularly scheduled classes. In addition, nutritional programs should be provided to discuss issues such as food groups to be eaten every day, caloric intake, eating disorders, etc. These services can be provided by contractor staff or by community volunteers.
Daily/Weekly Work Assignments
The Contractor shall maintain a regularly scheduled roster of weekly assignments as a component of program elements. Assignments may include, but are not limited to, food preparation, kitchen clean-up, clerical support, child care, yard and landscaping maintenance. All work assignments shall be designed in a way that is therapeutic and assists female offender’s development of work skills and personal responsibility for their immediate surroundings. Work assignments shall be evaluated on the Work Assignment Evaluation Form. (Attachment 4)

Inmate clerks, herein called female offender clerks may perform specific duties as a work assignment as long as they do not have access to any confidential information. Duties may include filing the weekly CAS, making copies of the Orientation Handbook, the property handout for new arrivals and other chores as deemed appropriate by the On-site Correctional Counselor. Female offender clerks may also type the Inmate Roster, Correspondence Forms, and the CDC 115 and CDC 128A off the Disciplinary Worksheet.

An intensive facility cleaning must occur once a week, typically called “double scrub.” This includes a thorough cleaning of the entire facility to ensure that the facility remains clean but also that the program female offender learns responsibility and a connection to their housing community. Supervised assignments within the facility should also lend themselves to development of employable skills, such as culinary duties, landscaping, maintenance, clerical computer skills, etc.

House Council
The House Council involves all female offenders in evaluating the program's effectiveness. This model helps empower women in developing decision making and leadership skills. Representatives are elected to meet with management on a monthly basis to discuss program related issues. A spirit of partnership and ownership should be developed with female offenders. Whenever possible, the membership of the House Council shall represent the ethnicity and culture of the female offenders and representation shall change on a quarterly basis.

Continuum of Community Services
The Contractor shall ensure that a parole transition plan is developed for female offenders 60 days prior to discharge from the program. The Contractor shall meet (in-person or via teleconference) with Parole Operations to plan for re-entry classes where parole agents prepare the women for their re-entry, give advice on parole expectations, discuss how release funds are handled, assist with issues related to housing, employment, Department of Motor Vehicle (DMV) issues, special conditions, and clarify requirements of their parole supervision. The Correctional Counselor shall contact all program graduates 9-12 months after their program discharge to collect data on their community integration as well as child and family well being, using the Parole Survey Form (Attachment 5).

The Contractor should facilitate the forming of an active alumni group so women stay connected and have an interactive role with current residents. Activities
developed through an alumni group should be designed to keep former female offenders engaged in positive and affirming activities. Alumni group participation is voluntary and should occur annually in order to ensure ongoing female offender success.

For the female offenders who are paroling from the FFP to their county of residence, the Contractor shall provide transition and continuing care planning. This is critical for the successful transition of a female offender from the FFP to the community. Transition planning must begin with a written plan developed during orientation and modified, as needed, throughout the one-year program. The plan should include:

- Involvement in a continuing supportive network of residential or outpatient drug and alcohol treatment as needed and/or self-help groups. Residential services are preferred as evidence-based research demonstrates this model is most effective;
- Establishing contact with parole agent and/or other required agencies, and;
- Facilitation of formal linkages with community providers for the provision of all necessary services, including but not limited to, the following:

  Food, clothing, housing  
  Finances  
  Legal assistance  
  Parenting education  
  Family planning  
  Job placement  
  Educational development  
  Domestic violence  
  Social services/support services  
  Transportation  
  Health care/Mental health services  
  Child welfare/reunification services  
  Obtain California ID or Driver’s License  

The Contractor shall ensure the resident obtains a California Identification Card or Driver’s License prior to parole.

Program Support

1. Program Schedule and Documentation of Service Delivery

   The Contractor shall describe its process for ensuring attendance at all program services which are outlined in program schedules. Attendance shall be recorded on a CAS (Attachment 6) at the end of each week. For each daily program activity, the female offender must identify the activity topic on the CAS and obtain the initials of the staff member conducting the session, group, outing, or activity. The primary counselor must sign the CAS at the
end of each week and place in the female offender’s separate file, labeled Client Activity Sheets.

2. Client Files/Record Keeping

The Contractor shall maintain complete case files on all participants, located in a secure file storage area within the facility. The Contractor shall take extraordinary care to ensure that females, other than the subject of the file, cannot access the file. The case file shall contain at a minimum:

- Applications and any contracts or paperwork signed by the participant
- Risk and Needs Assessment
- Treatment Plans and revisions
- Weekly progress notes that contain all relevant and critical information, including documentation of face-to-face sessions
- Orientation Handbook signature sheet
- Client Activity Sheets
- Aftercare/transition plans and meetings, or telephone discussions with Parole to discuss plans
- Disclosure Form authorizing CDCR to undertake evaluation of the program using case file information. The Disclosure Form shall also specify that WCSU shall conduct quality assurance reviews and this review will include case file material to ensure that adequate documentation is being maintained.

The Contractor shall adhere to all other confidentially requirements of alcohol and drug use client data in accordance with the Federal Regulations governing “Confidentiality of Alcohol and Drug Abuse Patient Records” (42 CFR, Part 2). The Contractor shall relinquish the treatment files to the successor at the end of the agreement.

3. Fiscal

The Contractor must establish an internal administrative fiscal system for the ongoing management of the contract funding.

4. Curriculum

The Contractor’s proposal shall demonstrate experience and expertise in delivering all required services. The proposal must specifically address the gender-responsive curriculum that will be used to provide services in the following two subject areas: (1) addiction, alcohol, drug education, self-help recovery model, trauma treatment, and (2) parenting skills development. Curriculum topics must include criminal and addictive thinking, anger management, domestic relations, sober living skills, effective parenting skills, health education and substance abuse education.
Curriculum for these two subject areas must include individual workbooks in which female offenders can take notes and retain them at the time of discharge. All other curriculum may derive from numerous sources but must be printed from original compact disks. Faded handouts and hard-to-read copies of curriculum are unacceptable.

5. Community Relations

The Contractor must establish a Community Advisory Council, consisting of but not limited to:

- One (1) representative of local police department (i.e., Community Services)
- One (1) representative of Department of Social Services (i.e. Child Protective Services)
- Two (2) representatives of other local government agencies and/or groups with interest in the program (i.e. Alcohol and Drug Programs, Parole Operations, Departments of Mental Health and/or Probation or community service groups).
- One (1) member at large

The Council must meet no less than quarterly each contract year and written Minutes shall be taken at each meeting. A quorum consists of at least three members. The Council’s primary purpose is the development of a community resource network to assist in securing ancillary services and resources for FFP female offenders and their children. Services or resources could include such areas as HIV-AIDS education, career development, parenting skills, nutrition, 12 Steps recovery volunteers, life skills, legal aid, and clothing assistance.

The Contractor must establish donation resources for holiday toys, child birthday parties and dress-for-success opportunities.

It is expected that the Contractor will host onsite meetings (for a nominal meal fee) for community, business, civic and educational groups. Residents can serve as hosts for community meetings or luncheons.

VI. STAFFING REQUIREMENTS

A. Staff Environment

The quality of the program is dependent upon the quality of the staffing. In order for staff to provide effective services to women and maintain a therapeutic environment, the following conditions must be met:

- Maintain a consistent and supportive environment for both staff and the female offenders;
• Maintain appropriate and professional boundaries between staff and female offenders;
• Serve as an appropriate role model for female offenders;
• Develop a treatment alliance with female offenders that is mutual and collaborative, individualized, and continually negotiated;
• Be a visible advocate for women who abuse substances for stigma reduction and for treatment (within treatment teams, the community and the system);
• Maintain confidentiality;
• Maintain an environment that is family focused and trauma informed;
• Stay current on staff training issues, needs and opportunities.

B. Staff Positions

JOB CLASSIFICATION
Positions designated as key personnel require approval from WCSU prior to hire. Each of the key personnel shall be directly accessible to WCSU to answer any questions within their areas of responsibility and/or expertise. The Contractor shall submit a resume of the identified individuals for each of the below listed three (3) key representative positions for review and approval. WCSU may reject the key representative(s) if they do not meet required standards.

1. Program Director
The full-time Program Director shall be a management level position with the overall administrative responsibility for the delivery of FFP services. In partnership with WCSU, the Program Director acts as the operations manager over all programs and the Contractor staff.

The Program Director plans, organizes, directs and coordinates all program aspects, business management, medical and allied services, and community related functions within the facility; ensures supervision of all Contractor staff, develops, interprets and administers policies and procedures governing the operation of the facility; administers a comprehensive, long-range program for the treatment, housing, academic and vocational education, work/training, discipline and appeals of offenders; administers the activities of program female offenders; and administers the facility's programs for recruitment and selection of staff. Duties shall include, but are not limited to:

Oversight:
• Implement and monitor service delivery and the facility environment to ensure both are gender-responsive, culturally competent, and rehabilitative.
• Supervise the Administrative Program Manager, Clinical Program Manager, Clerical, Physician and Nurse. Ensure maintenance of a safe and healthy environment.
• Ensure compliance with CDCR policies and procedures and all contractual requirements.
• Maintain the safety and security of the facility, staff, residents, and community and ensure facility upkeep and maintenance.
• Serve as liaison to the On-site Correctional Counselor and WCSU.
• Ensure the availability of all program documents in response to WCSU requests for quarterly onsite compliance reviews.
• Ensure attendance at WCSU quarterly Contractor’s training.
• Ensure facility oversight during daytime hours.

Program:
• Be knowledgeable in the programmatic process and be able to define and identify program methodology, counseling modalities, program design needs, various facets of the program, the principles and techniques of individual, small, and large group counseling, and child development issues.
• Ensure contractual compliance of all onsite program services and activities.
• Provide oversight of program services performed by outside agencies, consultants and volunteers.
• Ensure that staff resolves programmatic issues and concerns in a timely manner.

Administration:
• Ensure contractual compliance with all personnel requirements, including compliance with required staff training, serving as trainer for staff, completing performance evaluations and updating driver’s licenses and insurance coverage.
• Oversee the management information system for all data collection systems.
• Provide oversight of fiscal management for the FFP, including procedures for an interest-bearing “Parolee Income and Trust” system to track parolee income and trust accounts.
• Ensure timely responses to CDCR requests for data, statistics, and information.
• Provide required reports daily, weekly, monthly, quarterly and annually.
• Ensure quality facility operations including food, program and child care program equipment, and supplies.
• Attend required Contractor’s Training meetings.
Community Relations:

• Develop and maintain relationships with outside agencies, including universities, community colleges, social services, mental health, medical, public health, dental, pre-schools and law enforcement.

• Ensure participation in a Community Council that supports program services, referrals, and resources.

Custody:

• Ensure a quality relationship exists with On-site Correctional Counselor that is open, transparent and flexible.

• Participate in onsite custody classification committees.

• Coordinate with onsite custody on all matters pertaining to program, administration, maintenance and female offender needs.

Minimum Qualifications for Program Director:

Master's Degree in Social Sciences or a related field, and at least one year of management experience in a program setting; or, four-year degree in Social Sciences or related fields, and the equivalent of three cumulative years of administrative experience in a residential treatment program. Experience working in a female program is preferred.

2. Administrative Program Manager

The Administrative Program Manager, reports to the Program Director and shall perform, but not be limited to, the following duties:

• Supervise the positions of Maintenance Manager, Food Service Managers, Administrative Support staff, and Facility Monitors.

• Ensure facility oversight during afternoon and early evening hours, overlapping schedule with Program Director.

• Serve as Program Director during any absence of Program Director.

• Provide same duties and responsibilities and meet same minimum qualifications as Program Director for the overall management of the program and facility.

• Maintain complete records of all required training (orientation, annual training and CDCR provided training) for both employees and volunteers.

• Direct the preparation and maintenance of fiscal records, budgetary control systems and payroll.

• Direct supply and stocking operations, food preparation and maintenance operations, repairs, equipment repairs and replacement.

• Ensure completion of requirements for performance evaluations, TB testing, personnel records, DMV printouts, insurance requirements.

• Submit all CDCR personnel clearances to On-site Correctional Counselor.

• Participate in daily shift exchange including review of facility log at end of shift and thoroughly reviewing log at start of shift.
Minimum Qualifications for Administrative Program Manager:

Four-year degree in Social Sciences or related fields, and one year of management or treatment experience working at a level no less than a supervising counselor. One year must consist of broad administrative and supervisory experience. Experience may be substituted for up to two years of the required education on a year-for-year basis (i.e. two year degree and three years experience). Experience in female programs is desirable.

3. Clinical Program Manager
The Clinical Program Manager reports to the Program Director and duties shall include, but not be limited to:

- Plans, organizes, directs and evaluates the daily therapeutic program components and assists in the coordinated delivery of other required functions such as academic/vocational education, work assignments, wellness/recreation activities, re-entry services, and child care program.
- Provide oversight to all components of treatment program; ensure clinicians and counselors prepare daily lesson plans.
- Ensure completion of the Risk and Needs Assessment and the Individual Treatment Rehabilitative Plan.
- Supervise the positions of Licensed Clinical Social Worker/Marriage Family Therapist; Vocational Counselor, Supervising Substance Abuse Counselor, and Child Development Specialist.
- Facilitate relationships with local community colleges, universities schools of social work, and other professional and academic entities to recruit placement of interns and students in child development, social work, psychology, and counseling. Student placements applications and job descriptions must be submitted to WCSU for approval and background clearance. This position is responsible for oversight of volunteers, interns and student placements.
- Ensure monthly meetings of the Casework Team, completion of the Client Activity Sheet and all requirements related to treatment services.
- Ensure maintenance of female offender database for demographics and services received.
- Determine the need for staff training and serve as trainer for program staff.
- Participate in daily shift exchange including documenting in facility log at end of shift and thoroughly reviewing log at start of shift.

Minimum Qualifications for Clinical Program Manager:

Possession of a current, valid license as a Clinical Social Worker or a Marriage Family Therapist issued by the California Board of Behavioral Science Examiners (CBBS), or Registered Intern with CBBS and three years of experience as a manager/supervisor of clinical staff.
(Unlicensed clinicians who are recruited from outside the State of California, and who qualify for licensure, may be appointed for a maximum of one year, at which time licensure shall have been obtained, or the employment must be terminated).

3. **Licensed Clinical Social Worker**  
   **Licensed Marriage and Family Therapist**

The Licensed Clinical Social Worker (LCSW) and/or Licensed Marriage and Family Therapist (LMFT), reports to the Clinical Program Manager and shall serve as the primary clinical social worker for the trauma treatment and attachment counseling activities. Duties shall include, but not be limited to:

- Conduct an initial risk and needs assessment for each female offender, considering the female offender’s physical, mental, emotional and social services needs, skill and literacy level, and substance abuse status.
- Complete a detailed ITRP, in cooperation with female offender and obtain female offender’s signature on the ITRP. Complete updated reassessments subsequent to any program change, identified need or new circumstance.
- Approve treatment methodology and monitor treatment strategy.
- Conduct weekly individual counseling sessions with assigned caseload in order to deal with female offender’s personal issues on a one-to-one basis. Clinicians must utilize individual treatment sessions to develop and monitor the ITRP, identify and build upon personal strengths, and identify and assess high-risk situations.
- Conduct a minimum of two (2) classes, workshops, specialized sessions each week, focused on experiences and insights that lead to a deeper exploration of problems and issues that led to incarceration. Subject areas should include parenting, past trauma, grief and loss, physical, sexual and emotional abuse, and domestic violence.
- Complete weekly progress notes, addressing both strengths and weaknesses, and document progress toward meeting the goals of the ITRP.
- Provide training to program staff.
- Serve as a member of the weekly Casework Team.
- Participate in daily shift exchange, which includes review of shift log notes at start of each shift, documentation in shift log at end of each shift, and signature of daily review.

**Minimum Qualifications LCSW/LMFT:**

Possession of a current, valid license as a LCSW / LMFT or Registered Intern issued by the CBBS.

(Unlicensed clinicians who are recruited from outside the State of California, and who qualify for licensure, may be appointed for a maximum of one year, at which time licensure shall have been obtained, or the employment must be terminated)
5. **Supervising Substance Abuse Counselor**

The Supervising Substance Abuse Counselor reports to the Clinical Program Manager and supervises the provision of substance abuse prevention services. The Supervising Counselor shall perform, but not be limited to, the following duties:

- Provide oversight of the casework process related to substance abuse prevention, ensuring compliance with program schedules and the treatment Plan.
- Ensure that counselors have an assigned caseload for the duration of the female offender’s commitment.
- Ensure preparation of daily lesson plans.
- Monitor the implementation of program phases; ensure female offender rewards and incentives.
- Ensure contractual requirements for curriculum are met; prepare written daily lesson plans, prepare and monitor staff schedules ensuring smooth transition of shift changes and information sharing.
- Ensure counselors track, monitor and file client activities on CAS.
- Ensure counselors serve as leaders of the Casework Team, including required documentation for team meetings.
- Ensure documentation of progress notes in case files.
- Assist in conflict resolution of female offender problems.
- Implement Big Sister Program for Phase III female offenders.
- Communicate with On-site Correctional Counselor in matters pertaining to program progress.
- Determine the need for and arrange for required staff training; and serve as trainer for program staff.
- Participate in daily shift exchange, which includes review of shift log notes at start of each shift, documentation in shift log at end of each shift, and signature of daily review.

**Minimum Qualifications Supervising Substance Abuse Counselor:**

A four year degree in social sciences and one year experience in supervising counseling staff in a program setting **or** an Department of Alcohol and Drug Program (DADP) certification as a Substance Abuse Counselor at time of hire **and** four years supervisory experience in a treatment program setting.
6. **Substance Abuse Counselor**

The Substance Abuse Counselor reports to the Supervising Counselor and shall provide substance abuse prevention services to female offenders. Duties shall include, but not be limited to:

- Serve as the case manager for assigned caseload.
- Ensure completion and filing of Client Activity Sheet.
- Serve as leader of the Casework Team meeting for each female offender on caseload.
- Provide performance update at the Casework Team Meeting of the female offender’s services/treatment plan.
- Conduct initial individual interview of female offenders assigned to caseload; meet weekly with each female offender on caseload.
- Refer to Supervising Counselor and On-site Correctional Counselor any issues that are not resolved at the counselor level.
- Provide specialized classes, workshops, individual and group sessions on all aspects of recovery including substance abuse counseling, relapse prevention, 12 Steps, criminal lifestyles, rational thinking, living with others, lifestyle balance and recovery maintenance.
- Arrange for the onsite provision of HIV-AIDS counseling and for pre- and post-HIV testing.
- Conduct frequent and random urine testing to detect any illegal drug use as directed by the On-site Correctional Counselor. The program shall maintain a drug-free environment and zero tolerance for drugs and/or alcohol. Random urine testing shall be a consistent and frequent part of the program.
- Review with the Supervising Counselor and the On-site Correctional Counselor, female offender’s services and treatment plan.
- Serve as trainer for program staff.
- Participate in daily shift exchange, which includes review of shift log notes at start of each shift, documentation in shift log at end of each shift, and signature of daily review.

**Minimum Qualifications: Certified Substance Abuse Counselor:**

A DADP certification as a substance abuse counselor at time of hire and one year experience as counselor in a treatment program facility.

7. **Child Development Specialist**

The Child Development Specialist reports to the Clinical Program Manager and shall direct a comprehensive child care program that provides quality child care and early childhood development for children, ages 0-6. The Specialist shall also
ensure the provision of parenting skills training in a classroom setting, using an approved curriculum. Duties shall include, but not be limited to:

- Complete an Individual Child Treatment Plan for every infant, toddler and pre-school age child to address the full range of child development issues including immunizations, pediatric medical care, nutrition, emotional development assessment, psychological interventions, communication skills, motor skill development, educational needs, play therapy, vision and hearing screening, speech and language assessment, psychomotor assessment, early education needs assessment, referrals for services from Regional Centers, Early Start, Head Start and other educational opportunities.

- Provide two week Teacher's Aide Certification Training for all new female offenders, with an emphasis on child safety, child abuse reporting laws, sign in-out logs and Infant and Child CPR certification.

- Coordinate all therapies and activities in the Child Treatment Plan with the female offender’s Casework Team.

- Serve as a member of the Casework Team.

- Provide training sessions on family relationships and sober parenting skills.

- Ensure daily ‘quiet time’ between mother and child to facilitate bonding.

- Provide on-site childbirth preparation and prenatal classes.

- Provide training in child development theory and practice, to include age related stages, sensory development, language stimulation, motor skills development, pre-writing and pre-reading skills, personal interaction, sibling rivalry, play methods and parental coping skills.

- Provide classes on examination of the female offender’s own repetitive activities such as risk-taking, enabling behavior and drug abuse in order to develop insight and inner strength to become a better parent.

- Provide examination of separation issues and the impact upon mothers and children, including domestic violence, street violence and foster placement issues.

- Provide training on child abuse, child neglect and child safety issues.

- Develop and maintain a personal resource directory of parenting assistance, childcare agencies, child welfare services, child care centers and schools for future use.

- Provide training on communication skills with children including social skills development, positive discipline and self-esteem.

- Supervise Child Development Assistants, (in order to have an evening child care and parenting skills program, it is recommended that two Assistants work from 8-5; and two Assistants work from 11-8; thus the child care program is open from 8-12 noon; 1-5 pm and 6-7:30 p.m.).

- Ensure the child care program operates Monday through Friday, from (1) 8:00 a.m.-12:00 noon, (2) 1:00-5:00 p.m. and (3) 6:00-7:30 p.m. in the evening, per staff availability.
• Ensure that the child care program has an adequate supply of playground equipment, toys (both inside and outside), rocking chairs, cribs, changing stations, etc. Ensure completion of a monthly Child Care Equipment Review, which must be submitted to the Clinical Program Director and On-site Correctional Counselor at the end of each month.

• Ensure that female offenders have an opportunity for mother-baby bonding when they return to the facility following delivery of an infant. Female offenders must have approval from the nurse to remain in their room with the infant for 5 consecutive days following delivery. On the 6th day, with nurse approval, the mother and infant must be assigned to the child care program for an additional 5 days (minus weekends). Following this 10 day mother-child bonding in the child care program, the female offender will return to her regular treatment program.

• Ensure that female offenders have the opportunity to bond with children arriving at the facility by allowing them to care for their child in the child care program for 5 consecutive week days.

• Participate in daily shift exchange, which includes review of shift log notes at start of each shift, documentation in shift log at end of each shift, and signature of daily review.

Minimum Qualifications for Child Development Specialist:

Masters Degree or equivalent in Child Development, Early Childhood Education, Social Work, or related subject area with emphasis in childhood development and minimum of six months experience in a licensed infant care program or a Bachelor’s Degree and a minimum of two years experience in a licensed infant care program or comparable group child care program for children under five years of age.

8. Child Development Assistants
The Child Development Assistants report to the Child Development Specialist and provide daily oversight of female offender/child interactions in the child care program. The Child Development Assistant duties shall include, but not be limited to:

Supervise female offenders in separate areas (infants, toddlers and pre-school age). Female offenders shall be required to sign in with their assigned Assistant who will supervise the female offender throughout her work hours in the child care program. Duties will include:

• Ensure that female offenders do not work in the child care program more than 4 hours a day daily for a week. Work in the child care center must be rotated among all female offenders. Female offender work hours must be captured on the Weekly Activity Sheet, which includes a signature from the assigned Assistant

• Assist Child Development Specialist in developing individual Child Treatment Plan.
Provide structured mother-child activities.
Provide childcare, and supervise mothers working in the child care program.
Provide modeling activities for mothers to emulate while learning to properly care for their children.
Assist in the implementation of the Child Treatment Plan; maintain records and logs of children’s activities; noting developmental milestones and observable problems and achievements.
Participate in daily shift exchange including documenting in facility log at end of shift and thoroughly reviewing log at start of shift.

**Minimum Qualifications for Child Development Assistant:**

High School Diploma or GED, and minimum of one year experience working with children in an agency setting.

9. **Vocational Counselor**

The Vocational Counselor reports to the Clinical Program Manager and has overall responsibility for employment opportunities, and developing vocational and job readiness skills. Duties shall include, but not be limited to:

**Job Readiness:**

- Conduct female offender interviews to determine employment, training and vocational needs and develop a Vocational Plan.
- Create a work-like environment where female offenders gain a fundamental understanding of punctuality, reliability, steps to completing assignments and responsible work products.
- Conduct job search and job retention workshops and coordinate the assistance of outside services to bring classes and training sessions into the facility.
- Conduct training in resume writing; personal grooming, eye contact, body language, good work habits, short- and long-term goals and holding mock job interviews.
- Teach computer skills; resume development, budget skills, household finance and credit responsibility.
- Assist female offenders in obtaining a GED.

**Chores/Work Assignments:**

Make work assignments valuable for female offenders by maintaining schedules for chores, and work crews with “supervisors” and “employment experience”. Work assignments must be provided for the maintenance and cleaning of the facility, child care and parenting duties, landscaping improvements, kitchen duty and janitorial skills. Performance of
work assignments must be formally evaluated on the Work Assignment Evaluation form based on work skills, interpersonal skills and reliability.

**Employment Resources:**

- Serve as a member of the Community Advisory Council in the development of a community resource network to secure ancillary services and resources; establish relationships with all local employment agencies, including city, county, state and private employment agencies.
- Seek donations from community groups and assist female offenders with wardrobe needs and ‘dress for success’ options.
- Ensure maintenance of the Literacy Lab and the facility library containing both adult and children’s books.

**Parole/Transition Liaison:**

- In conjunction with the On-site Correctional Counselor, serve as the liaison to the female offender’s parole agent and develop a comprehensive Aftercare/Parole Plan for each female offender at the time of admission and finalize 60 days prior to program discharge.
- In conjunction with the On-site Correctional Counselor, serve as liaison to the Parole Division to develop 12-month period of intensive parole supervision upon release from the program. The Plan must address a continuing supportive network of outpatient drug treatment and other services that will assist the female offender reintegrate into the community.
- Ensure the submission of the Parole Survey form to all program graduates and facilitate an alumni group.
- Determine if female offender is eligible to participate in the FOTEP.
- Participate in daily shift exchange including documenting in facility log at end of shift and thoroughly reviewing log at start of shift.
- Serve as a member of the Casework Team.

**Minimum Qualifications for Vocational Counselor:**

An Associate in Arts degree, with one year experience in employment services for the general public or a specific population or High School Diploma with two years experience in providing employment services.

10. **Facility Monitor**

The Facility Monitor reports to the Administrative Program Manager and is responsible for the overall supervision of facility operations during the day, evening and overnight hours while female offenders are involved in program schedules. Duties shall include but not be limited to:

- Provide supervision and monitoring of female offender activities, when female offenders are not engaged in clinical program activities.
Provide oversight of female offender’s visitors during weekend visiting hours, ensuring that visitors have approved visiting privileges, and sign the visitor log; coordinate age appropriate activities for children as well as opportunities for mothers to practice parenting skills during visitation.

Complete written case notes in the daily activity/shift exchange log book regarding female offender behavior, noting significant interventions, both positive and negative on a daily basis.

Document counts in the daily activity/shift exchange log book.

Ensure that a weekly review is conducted of cabinets, drawers, book shelves and old clothing, discarding unusable, unsafe and unsanitary elements.

Arrange for temporary coverage of activities by appropriate staff as needed and develop and maintain an on-call list for all staff positions ensuring that all positions are filled by regular staff or temporary help.

Prepare required documentation, room assignments and supplies for new resident arrivals and order and monitor the delivery of program supplies.

Coordinate daily appointment schedules with nurse and clinical staff and document in daily activity/shift exchange log book.

Coordinate all transportation, both routine and emergency.

Supervise the delivery of weekend religious programs.

Monitor requirements for personal clothing of female offenders and children; and monitor toy requirements.

Maintain safety and security of facility and obtain certification to perform Cardio Pulmonary Resuscitation (CPR) and administration of first aid services.

**Minimum Qualifications for Facility Monitor:**

Minimum two-year degree (AA or AS) and the equivalent of one year of full-time experience in a treatment program facility or High School Diploma or GED and three years of experience working in a treatment program facility. Must be able to meet the transportation driving requirements.

11. **Nurse Practitioner**

The Nurse Practitioner reports to the Program Director and provides liaison and referral services to ensure quality health care services. Duties include but shall not be limited to:

- Ensure that female offenders receive appropriate medical/pediatric health care for each woman, infant, and child, either on-site or through formal arrangements with health care facilities accessible to individuals in the community.
- Provide pre- and post-testing for HIV/AIDS, and pre- and post-test counseling; mandatory testing for Tuberculosis (TB) and Sexually Transmitted Disease’s (STD), and appropriate follow-up referral.
- Ensure that female offenders receive prenatal and postpartum care; arrange for delivery and specialized newborn care, screening and treatment for infectious diseases including Hepatitis, immunization, well-baby care and
evaluation, and ongoing care for children who have alcohol and other drug related birth defects or other consequences.

- Ensure that a copy of the child’s medical file is taken on medical visits.
- Ensure documentation of emergency room visits and adequacy of pharmacy receipt information.
- Ensure adequate dosage of over-the-counter medication, separated in age-appropriate bins.
- Provide training to female offenders on over-the-counter medications, CPR and basic first aid.
- Serve on-call for health care consultation.
- Serve as liaison with community medical, dental, and other health care providers.
- Ensure that staff conducts mandatory testing for tuberculosis and sexually transmitted diseases with appropriate follow-up referral to appropriate health care providers.
- Maintain accurate and confidential health records.
- Provide appropriate referrals, including hospital referral as necessary.
- Serve as trainer for program staff.

**Minimum Qualifications for Nurse Practitioner:**

Possession of a current license to practice as a professional registered nurse in California and possession of a current certification as a Nurse Practitioner by the Board of Registered Nurses.

**12. Physician**

The Physician reports to the Program Director and shall provide consultation services to program staff. Physician duties shall include, but not be limited to:

- Review medical intake history.
- Coordinate and communicate with staff about inmate and child medical needs and/or problems.
- Perform medication management.
- Provide 24 hour consultation.
- Triage patient health care complaints and make appropriate referrals.
- Provide liaison between the CDCR Division of Correctional Health Care Services (DCHCS) and/or designated Health Care Manager (HCM) or Medical Officer of the Day (MOD- during non-business hours).
- Maintain accurate and confidential health records.

**Minimum Qualifications for Physician:**

Possession of the legal requirements for the practice of medicine in California as determined by the Medical Board of California or the California Board of Osteopathic Examiners and completion of an internship in an approved hospital and a valid certificate issued by an American Medical Specialty Board or an American Osteopathic Board as a specialist in one of the fields of medicine.
13. **Maintenance Manager**

The Maintenance Manager staff reports to the Administrative Program Manager and provides onsite maintenance services to the facility and ground. Duties include, but are not limited to:

- Define work assignments, and coordinate with vocational counselor on the supervision of resident work crews. Ensure that assignments are correctly and safely completed and evaluate female offender job performance.
- Train residents on safety procedures and the proper use of tools.
- Teach residents how to make minor repairs to facility equipment and furnishings.
- Maintain inventory of supplies, tools and donated items, organize and maintain appropriate storage.
- Implement an Accountability Control System for keys, as well as tools and equipment, utilizing the shadow board and chit system and/or a Master Inventory List; alert Facility Director and Administrative Program Manager of any missing items and give advice on safety concerns.
- Respond to work orders on daily basis.
- Respond to emergencies and make emergency repairs.
- Develop and implement preventative maintenance routines and facility work orders.
- Maintain vehicles in safe and operable condition and supervise staff adherence to policies for the use of vehicles.
- Develop and maintain systems to ensure facility cleanliness and orderliness.
- Participate in daily shift exchange, including documenting in facility log at end of shift and thoroughly reviewing log at start of shift.

**Minimum Qualifications for Facility Maintenance:**

High School Diploma and knowledge of common methods, practices and materials used in maintenance and repair work of buildings and building facilities; various tools used in building maintenance and repair work and five years of experience in general semi-skilled maintenance and repair work, or as a building maintenance or construction trades worker. (Experience working with individuals and groups in a confined setting is preferred)

14. **Clerical**

The Clerical position reports to the Program Director and provides overall clerical support to the program. Duties include, but are not limited to:

- Serve as receptionist.
- Answer telephone calls.
- Provide general office support.
- Maintain records and files.
• Ensure submission of all required reports to WCSU.

**Minimum Qualifications for Clerical:**
High School Diploma and good oral, written, communication, and typing skills and two years experience as a secretary or administrative assistant.

15. **Administrative Support/Bookkeeper**
The Administrative Support/Bookkeeper position reports to the Administrative Program Manager and provides support related to personnel, trust accounts, fiscal, training and other administrative functions.

The Administrative Support/Bookkeeper duties shall include, but not be limited to, the following:

- Ensure female offenders receive eligible benefits from the Temporary Assistance to Needy Families (TANF) program, the Women, Infant and Children (WIC) program and any other benefits to which they are entitled
- Coordinate the staff and visitor Meal Ticket program.
- Ensure the maintenance of transportation trip logs.
- Ensure the tracking/bookkeeping of female offender trust accounts.
- Generate all required reports and submitted monthly invoices.
- Participate in daily shift exchange including documenting in facility log at end of shift and thoroughly reviewing log at start of shift.

**Minimum qualifications for Administrative Support:**
Four year degree in business management and one year experience in an administrative position, using bookkeeping/accountant skills or Associate in Arts degree and two years experience in an administrative position, using bookkeeping/accountant skills

16. **Food Services Manager**
The Food Service Manager is responsible for ensuring the preparation of three meals and two snacks on a daily basis each day. Duties shall include, but not be limited to:

- Oversee the safe and efficient operation of the culinary area and the upkeep of all culinary equipment.
- Plan and prepare three meals and three snacks per day; ensure menus meet both nutritional and CDCR procedural guidelines.
- Teach basic cooking skills and kitchen upkeep to female offenders.
- Ensure proper food storage.
- Order food, supplies and maintain a sufficient supply of food items between deliveries to avoid a shortage.
- Maintain culinary records.
- Provide culinary training to female offenders in planning, shopping, food budgeting, and preparation of meals as a part of life skills curriculum.
- Supervise female offender assistants in the kitchen.
- Ensure that food handlers are in compliance with DOM Article 51, Section 54080.20, Health and Safety Law and Regulations and the California Uniform Retail Food Facilities Law.
- Ensure kitchen activities conform to CDCR policy and procedures and with State and local health department sanitation and meal preparation requirements.
- Participate in daily shift exchange including documenting in facility log at end of shift and thoroughly reviewing log at start of shift.

**Minimum Qualifications for Food Service Manager:**

A High School Diploma or GED and two years experience as a cook in an agency/institutional setting (school, group home, hospital, convalescent home, etc.)

**C. FFP Organizational Chart**

**D. Contractor’s Staffing Organization**

The Contractor’s organization must have continuous responsible management available and supervisory representation onsite at all times, with the appropriate authority to make decisions and direct staff. The Contractor shall provide for clear lines of authority and identify those management and supervisory positions/individuals empowered to make routine day-to-day and emergency decisions. The facility management/ supervisory representatives must have the
ability to independently and effectively plan, direct and take appropriate action as required.

The Contractor shall assign a Program Director who shall be the individual directly responsible for the entire operation of the facility and for coordinating program implementation with the WCSU. The full-time Program Director shall provide oversight of all routine/emergency operations involving, but not limited to, custody, treatment, training and discipline of all female offenders in the facility. The Program Director shall be physically present at the center during normal business hours unless precluded by illness, necessity or other exigency. In the absence of the Program Director, the Administrative Program Manager and/or Clinical Program Manager (unless otherwise notified by the Contractor) must assume the role and responsibilities of the Program Director.

The Contractor shall be responsible for implementing an “Administrative Officer of the Day (AOD)” or similar procedure to ensure that Contractor’s administrative or management level staff is available to contact in the event of unusual or serious incident(s) at the facility during non-business hours. Unusual or serious incidents are generally considered to include, but are not limited to: attempted or actual felony assaults/batteries; serious injuries; deaths; escapes; serious/mass disturbances; loss of facility security keys; fires; hazardous exposures; staff work stoppages/sick outs; and use of force. The Contractor shall ensure that CDCR is provided timely and accurate AOD schedules on a monthly basis. The Contractor shall also ensure that appropriate and timely notifications are made and completed reports are submitted to WCSU as required. The relationship between the Contractor’s AOD and WCSU’s AOD shall be a supportive team effort resulting in open communication to facilitate the best judgment of all combined staff to expeditiously and effectively resolve the situation. If a difference of opinion occurs between the Contractor and WCSU’s AOD, the WCSU AOD’s direction(s) shall prevail.

The Contractor shall submit two (2) organizational charts that outline the structure of authority, responsibility and accountability. One chart shall reflect the overall corporate structure and chain of command. The second chart shall reflect the FFP structure and chain of command, including subcontractors, if utilized. At a minimum the following data must be provided: (a) area of operation; (b) specific position and titles; (c) total number of positions per shift assigned.

The Contractor’s organizational structure must be able to fully staff, support and operate a program that is geographically remote from its administrative headquarters. A copy of all employee records, and all updated records, must be maintained at the FFP facility site.

**Hiring**

All employees must be 21 years of age.
The Program Director, Administrative Program Manager and Clinical Program Manager are designated as key positions and must be identified prior to contract execution as having met the minimum qualifications and been approved for hire by the WCSU. It is the responsibility of the Contractor to establish and maintain the experienced staff necessary to fill key positions. Until the contractor obtains approval by the WCSU, no hires or offers of employment for key staff can be made. The Contractor must submit the following items for consideration and approval when hiring staff or volunteers:

Volunteers:
- Volunteer Service Agreement
- CDCR Form 1496
- Live Scan fingerprints.

Contracted Employee:
- Completed application,
- Completed resume
- CDCR Form 1496
- Live Scan fingerprints
- Proof of professional licensing/certification as outlined in the position Minimum Qualifications for which the individual is applying
- Position specifics which shall include a statement of duties for the position with minimum qualifications stated in terms of experience, knowledge, and skills and abilities necessary to carry out the duties of the position.

Vacancies

Staff vacancies shall be brought to the immediate attention of the On-site Correctional Counselor, who will notify WCSU. The Contractor may fill temporary vacancies internally by a temporary reassignment of existing qualified staff. A temporary vacancy is defined as a vacancy of less than 60 days. WCSU may request from the Contractor a written corrective action plan if the vacancy is not filled within 90 days. **Ongoing vacancies that exceed 90 days may result in contract sanctions.** No salary savings realized from vacancies may be used to offset operating and equipment expense.

Staffing Plan

The Contractor’s staffing plan shall be maintained throughout the term of the contract and updated on a monthly basis, unless more frequent updates are requested by the WCSU. Revisions shall be made whenever a change in staffing demand occurs, subject to the approval of WCSU. The staffing plan will address the Contractor’s ability to maintain full staffing levels of all program components, and include the recruitment and selection process for new hires,
and the ability to staff the program at the level necessary to meet contractual obligations. The staffing plan must address contingencies for staffing shortages or other operational emergencies. Revisions must be approved by the WCSU prior to implementation. The WCSU Chief may grant a written exception to this policy.

Security Clearances

All FFP employees shall be required to undergo and successfully secure a CDCR security clearance to enter and work at the facility. No potential employee shall begin work without a written provisional clearance from WCSU. It shall be the Contractor’s responsibility to retain approved clearances on-site as long as the staff member is employed. The CDCR reserves the right to deny and/or retract security clearances upon written notification to the Contractor. The CDCR will not be responsible for compensating the Contractor or Contractor staff as a result of such action.

A CDCR security clearance, at a minimum, includes a record check with the California Department of Justice (DOJ), Criminal Identification and Information (CII); Federal Bureau of Investigation (FBI); DMV; and local law enforcement agency(s). However, it may also include a record check with a DMV and/or other law enforcement agency(s) from another state(s) if deemed appropriate. The CDCR may grant a “provisional” security clearance, in writing. A written “provisional” clearance is based on a clear CII and/or DMV record check. The minimal processing timeframe for a provisional clearance is normally two weeks. It shall be the responsibility of the Contractor to notify the affected person of their respective security clearance status.

The normal return time for a routine CII is 10 days following submission to WCSU. FBI record check and Live Scan (electronic fingerprint processing) routinely take much longer; however, WCSU may issue a written provisional letter of hire, upon CII clearance. The Contractor shall be responsible for ensuring the accuracy, proper completion and appropriate processing of required requests for Live Scan services. Incomplete or otherwise unacceptable requests for Live Scan services are subject to being returned to the Contractor as unprocessed resulting in potential delay(s) in securing a clearance.

If the employee changes a facility location, or moves into another staff position, the Contractor must secure a new security clearance from WCSU for the employee.

Whenever an employee is terminated or resigns, the Contractor shall immediately submit a No Longer Interested (NLI) form to WCSU so that WCSU can appropriately notify DOJ. An NLI form must also be submitted to WCSU for any applicant cleared for a position but is no longer interested in employment.
In order to maintain current records and status of security clearances for Contractor staff, the Contractor shall be required to submit to WCSU a current and accurate alphabetical list of all employees assigned to the facility and all terminations and resignations on no less than a monthly basis. The monthly list must be submitted to WCSU no later than the fifteenth (15th) calendar day of the month. The list must include the employee’s current classification and any changes in classification.

CDCR has the authority to immediately terminate the contract should a threat to security be identified. Criteria for approval or denial are, but are not limited to, as follows:

- No arrests during the past three years,
- Cannot currently be a felon or civil addict, on parole or probation or under any structured supervision as a result of criminal conduct,
- Not required to register per Health and Safety Code Section 11590, Penal Code Section 290, and/or Penal Code Section 451,
- No conviction history involving a serious or violent felony as defined in Penal Code Section 1192.7(c) within the last ten (10) years. Any conviction for Penal Code Section 667.5(c) are excluded, and
- Ex-offenders are further subject to guidelines in Exhibits D and E, CDCR Special Terms and Conditions and Additional Provisions, Employment of Ex-Offenders.
- Within 30 days of receipt of the written Provisional Clearance, the employee must complete the Live Scan. The Contractor shall be responsible for ensuring the accuracy, proper completion, and appropriate processing of required requests for Live Scan services. Incomplete or otherwise unacceptable requests for Live Scan services are subject to being returned to the Contractor as unprocessed resulting in potential delay(s) in securing a clearance.
- A security clearance is required for contract employees, inmate visitors, volunteers (including Alcoholics Anonymous and Narcotics Anonymous), interns, students with casework or child care assignments and all contracted maintenance workers.
- The Contractor shall immediately notify CDCR whenever an employee or subcontractor is terminated or resigns and retrieve any issued identification card from the employee or subcontractor immediately.
- A security clearance may be revoked at any time at the discretion of the WCSU and/or the On-site Correctional Counselor.

Note: The Contractor must take into account that as a result of awards made in response to this RFP, WCSU may be processing numerous security clearance requests. Therefore, it shall be incumbent on the Contractor to submit all security clearance requests and required documents to the WCSU.
well in advance of anticipated staff employment dates in order to ensure timely receipt and processing of security clearances.

Duty Statements

The Contractor is required to have duty statements for each position. Duty statements are included in this RFP and must be used as job descriptions, to which should be added regular work days, hours of work, and employee signature.

Staff Training

The Contractor, in conjunction with the On-site Correctional Counselor and WCSU staff shall develop and implement training programs for all staff which shall clearly define the knowledge and skills necessary for the effective management of female offenders and the supervision of their activities specific to the FFP. The Contractor shall maintain records and individual staff training files that document compliance with training requirements.

Basic, on-going and annual in-service training for the FFP employees shall be, at a minimum, in compliance with the following CDCR requirements.

1. New Employee Orientation: All Contractor staff shall, within one year of hiring date, attend a CDCR approved orientation course (32 hours) given by approved WCSU staff. This training shall include, but not be limited to, female gender-responsive practices and theories, outcome based programs, female offender suicidal tendencies/prevention/watch, drug detection/testing, discretionary decision making, emergency procedures, classification, field files, orientation to CDCR policies and regulations, contract compliance, parole liaison, urinalysis procedures, appropriate inmate-staff relationships and interactions, appeal process (CDCR 602), property, disciplinary report (CDCR RVR 115), mail, report writing, and female offender transportation. New hire training may include 20 hours “on the job” shadowing of other employees.

2. The CDCR requires all employees having one-year continuous experience to have 40 hours of annual training, of which 24 hours must be State Training Center/Corrections Standards Authority certified.

All staff must maintain certification in CPR and all female offenders must have infant/child CPR training.

The Contractor must ensure that the employee’s personnel file contains a training record of new employee training, and all ongoing annual training requirements. The training record shall list specific subject areas of classes attended, trainer, dates and hours of training.
The Contractor must ensure that staff is made available for training, pursuant to CDCR laws, rules, policies and procedures.

E. Personnel Policies & Procedures

Written personnel policies and procedures include, but are not limited to the following:

Requirements for Identification Badges

Any non-uniform employee having contact with female offenders and/or the general public shall be required to wear a name badge while on duty as determined by the Program Director and On-site Correctional Counselor.

All visitors shall be issued a visitor’s pass, which shall be worn for the duration of the visit.

The Contractor shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 1290, et seq.), the regulations promulgated there (California Administrative Code, Title 2, Section 7285.5 et seq., the provisions of Article 9.5, Chapter 1, Part 1, Division 3, Title 2 of the Government Code (Gov. Code Sections 11139.5 and the regulations or standards adopted by the CDCR to implement such article. The Contractor shall develop a written policy that prohibits any form of sexual harassment in accordance with local, state, and federal guidelines.

Nepotism

The Contractor shall establish and administer a written policy on nepotism in accordance with DOM Section 33010.25 that prohibits direct supervision and work performance evaluations of family members. Any exemption to CDCR’s nepotism policy shall require the prior approval by WCSU Chief or designee, upon written request from the Contractor supported by reasonable justification.

Conflict of Interest

The Contractor shall have written policy and procedures to guard against conflict of interest. The written conflict of interest policy shall be in compliance with the Fair Political Practices Act and the conditions stipulated in the FMR. Such policy shall specifically provide that no employee shall use his or her official position to secure privileges or advantages.

Over-Familiarization

The CDCR is committed to providing a safe, humane, secure environment, free from sexual misconduct. This will be accomplished by maintaining a program to ensure education/prevention, detection, response, investigation and tracking of sexual misconduct and to address successful community re-entry of the
victim. The CDCR shall maintain a zero tolerance for sexual misconduct in its institutions, community correctional facilities, conservation camps, and for all offenders under its jurisdiction. All sexual misconduct is strictly prohibited.

The Contractor shall have policy, procedures, and on-going training on appropriate staff/female offender relationships. The Contractor shall prohibit employees from over-familiarization and fraternization with FFP female offenders and their families and friends (refer to Title 15, Section 3400). All Contractor staff that will work with or near female offenders must acknowledge by their signatures that they have been informed of the laws and regulations governing association with female offenders (refer to Title 15, Section 3285 and CDCR 181, Digest of Laws Related to Association with Inmates).

**Hiring of an Ex-Offender**

Staff selected by the Contractor for employment in the FFP may include ex-offenders and ex-addicts. Ex-offenders and ex-addicts may be employed if: (1) they are not currently under parole, or probation supervision and have been free from supervision for a minimum of three years; (2) have not been identified as a person involved in the trafficking of narcotics; and (3) have been in recovery for a minimum of three years as evidenced by no arrests and or drug/alcohol related convictions. A waiver of certain qualifications may be granted for some positions on a case-by-case basis and upon approval of the Program Director and the Chief of WCSU.

**Recruitment, Hiring and Retention**

The Contractor shall have written recruitment, hiring and retention policies and procedures to employ qualified key representatives.

**Investigations of Alleged Contract Staff Misconduct**

The Contractor shall have written policies and procedures for the processing and thorough investigation of alleged Contractor staff misconduct. This should also identify the range of possible sanctions/disciplinary actions and WCSU notification process of action undertaken at all stages (i.e., initial complaint, investigation status and final disposition). Any documents related to alleged contract staff misconduct shall be forwarded to WCSU management upon request for review and appropriateness of action taken. Investigations shall be timely and in accordance with CDCR policy and procedures.

**Staff Licensure**

The Contractor shall ensure that nurses, physicians, clinical social workers and marriage and family therapists have the appropriate and valid credentials and California licenses; must be appropriately trained, maintain a licensure in good standing, and shall perform duties according to the CDCR requirements and
the scope of practice pursuant to Business and Professions Code Section 2725. Any staff whose license expires will be terminated.

**Employee Grievance and Appeal Process**

The Contractor shall have written personnel procedures which provide for an employee grievance and appeal process.

**Volunteers**

The Contractor shall have written procedures for the utilization of volunteers, interns and students, including, but not limited to: the application process, screening, security clearances, assignment, supervision and performance of duties, including student interns, tutors, visiting clergy and members of special interest groups such as AA/NA, 12-Step.

**Food/Consumption Supplies**

A Meal Ticket System will be developed for employees to consume State food. Per the CCR, Title 15, Section 3407, State Supplies, “Employees may not consume or use food or supplies purchased or produced for an inmate’s or parolee’s use.” Staff meal costs must be paid by the employee at an established cost of $3 per meal. Snacks are not included in this $3 cost and should not be consumed by anyone other than female offenders.

The Contractor shall have a written policy that describes restrictions listed in CCR Title 15, Section 3407 stating that employees may not consume or use food/supplies purchased or produced for an inmate’s use unless they pay for the food/supplies consumed.

The Contractor is responsible for ensuring that staff, volunteers, public agency representatives and other civic groups pay for any meals consumed. The Contractor must reconcile sold tickets with funds collected and submit the Meal Ticket reconciliation with the monthly invoice. All meal ticket funds shall be deposited back into the inmate food account. No meal testing will occur in the FFP.

**Contractor Travel and Per Diem**

The Contractor must budget for all necessary travel and/or per diem costs and ensure that reimbursement is consistent at rates not to exceed those approved by the Department of Personnel Administration for non-represented employees and with the Contractor’s budgeted line item for travel.

**24-Hour Telephone Access**

The Contractor is required to have 24 hour per day telephone access. WCSU must be able to reach a live person (not an answering machine) on the main
telephone line at the facility at any time, day or night. The contractor must have a fully functioning 24-hour telephone, cellular and paging system. In addition, WCSU must have an accurate list of current telephone, cellular and pager numbers on file.

VII. CONTRACTOR’S RESPONSIBILITIES

Program Services

Implement a program design for the FFP that is built upon the vision, mission, gender-responsive definition and the six guiding principles identified in this RFP.

Maintain licensure from DADP as a residential facility and ensure that all DADP licensing requirements are adhered to at all times.

Ensure that female offenders are actively involved in program activities at least 6 hours a day, six days per week. This includes participation in recreational activities and a wellness and exercise program, as well as scheduled mother child ‘bonding time’.

Develop a network of resources to benefit female offender’s progress with community reintegration, i.e., educational services, trauma treatment, healing family relationships, child care resources, employment, and assistance with safe housing, upon release from the FFP. Staff must also refer eligible female offenders to other community-based programs and services such as the FOTEP.

Ensure female offender review of the Orientation Handbook within 7 days of admission; ensure female offenders sign last page of Handbook acknowledging review of program requirements.

Provide for mental and physical health, and dental needs of the female offender consistent with contractor Policy and Procedures Manual and language within this RFP.

Ensure female offenders obtain a California Identification Card or Drivers License prior to leaving the FFP facility.

Ensure the provision of 12 hours of visiting weekly.

Monitor allocation of clothing items and toys for children.

Ensure the development, maintenance, and approval of WCSU of a written Policy and Procedures Manual. The manual must address every aspect of the facility’s daily operation including building and grounds management, food service, resident programs, classification, fiscal requirements in conformance with the Title 15, DOM requirements and all program directives and operational procedures.
Participate in telephone conferences and meetings with WCSU, inform WCSU of any relevant custodial issues regarding female offenders, and work with WCSU staff as part of the program team and be aware of custodial issues and procedures.

Work cooperatively with the On-site Correctional Counselor assigned to the FFP site.

Respond to all WCSU requests for information and requests.

**Safety and Security**

Ensure the integrity and security of the FFP is maintained at all times. The treatment programs shall operate within the framework of security and safety.

Fully cooperate with CDCR to ensure public safety is never compromised.

Ensure that female offenders do not leave the facility or the facility grounds without appropriate approval and staff escort.

Notify WCSU staff immediately if a female offender walks away from the facility. An escape shall be immediately acted upon consistent with the Contractor’s Policy and Procedures Manual and Title 15, Sections 3295, 3296 and 3297.

Provide safety awareness training to all staff.

Ensure only female staff conducts pat searches in accordance with CDCR policy.

Ensure that staff signs Transfer Record acknowledging receipt of the inmate and her records upon her arrival at the facility.

Maintain records of women and children’s personal property and release of personal property to persons designated by the woman, if so requested.

Maintain documentation of all inmate/child movement outside of the facility.

Maintain a Sign-In/Sign-Out Log to document all guests and inmate visitors.

Report and document rule infractions on various forms provided by the CDCR.

Participate in classification committees and disciplinary hearings within the prescribed timelines.

Ensure that in the absence of the On-site Correctional Counselor, the Contractor performs minimal intake and release processing functions as directed.
Ensure maintenance of a facility log documenting the times of each of the four counts conducted each day and the number of inmates present.

Assist the on site Correctional Counselor with the preparation and delivery of inmates to a higher level of custody in instances involving program failure or serious rule violations.

Prevent the escape of an inmate. The Contractor shall have in effect at all times a plan of operation that details the procedures to be employed for the prevention of inmate escapes and procedures to be immediately implemented in the event of an escape and subsequent capture in accordance with CCR Section 3296. Assist the on site Correctional Counselor with the preparation and issuance of notices to CDCR headquarters and local law enforcement in the event of an escape; maintain Escape Notification Procedures, maintain Emergency Response Procedures and regular readiness drills.

Maintain a communication system which will allow for 24-hour access to CDCR staff via telephone.

Ensure a written and clearly communicated “No Hostage Policy” in appropriate FFP policies and procedures. The Contractor shall be responsible for including the “No Hostage Policy” in staff/volunteer training. All female offenders, visitors, and staff must be informed of this regulation.

Coordinate discipline issues with the WCSU staff in order to utilize treatment-focused consequences as well as CDCR consequences such as the CDCR-128b or the CDCR-115.

Provide a written Emergency Operations Control Plan approved by WCSU in concert with CDCR’s Emergency Operations Unit that will be implemented in the event that a major disturbance or natural disaster occurs. All emergency operations control plans and security procedures shall be deemed “restricted information” and must be securely maintained, controlled and inaccessible to female offenders and unauthorized persons consistent with CDCR policy. The Contractor shall ensure that each employee is trained to be familiar with established emergency plans and procedures. The procedures shall address the content and release of any information to the media or general public concerning any emergency situation, which shall be coordinated with CDCR’s Office of Communications (via on-site CDCR staff).

Ensure that all facility emergency operation plans, equipment and operational activities are in accordance and compliance with CDCR’s Restricted DOM requirements. Additionally, the Contractor shall ensure that all emergency operational plans have been reviewed and approved by CDCR prior to implementation. Any exception must have the written authorization/approval of the WCSU Chief.
Food Services

The Contractor is responsible for providing each female offender with a wholesome and nutritionally balanced diet that meets the Recommended Dietary Allowances and Dietary Reference Intakes as established by the Food and Nutrition Board of the National Institute of Medicine, National Academy of Science. The Contractor shall:

Provide food service at the FFP that meets CDCR’s required standards consistent with DOM Section 54080 and CCR, Title 15, Chapter 1, Article 4. Food service staff shall develop and follow menus that have been approved by a registered dietician at least yearly. The Contractor and/or CDCR staff shall taste test all food prior to serving it to the female offenders.

Ensure all menus and food served comply with nutritional standards approved by the CDCR Food Administrator or a State or county registered dietitian. Food served must meet the CDCR’s “Heart Healthy Guidelines” and meet the required daily allowances for calories. The Contractor must conform to the California Uniform Retail Food Facilities Law Articles 6-7, and Hazard Analysis Critical Control Point guidelines for keeping food safe. All menus shall be prepared in advance indicating what substitutions shall be used in the event there is spoilage or shortage. All changes made to the menus shall be documented on the “as served” menu. “As served” menus shall be kept on file for three years, including the current year. The Contractor shall provide and pay for the special dietary needs of the female offenders. Any special menu/diet required to meet medical needs shall be approved by CDCR’s medical personnel and provided by the Contractor. The Contractor shall provide for food purchase and storage, meal planning, serving and sanitation of culinary areas in a manner that meets State and local health requirements.

Meet the required standards consistent with DOM Section 54080.15, requiring payment by non-residents. The Contractor is responsible for collecting the cost of the meal.

Develop a written procedure for maintaining, dispensing, retrieving and accounting for all utensils during and after meals. The Contractor shall ensure that the kitchen is equipped with a secure shadow board for meat cleavers, knives, long handle forks, spatulas, etc. The shadow board must be physically secured and inaccessible to female offenders unless under direct supervision by staff. All shadow boards must include a written inventory of all equipment. The contract staff shall be required to develop procedures to identify, report, and document any equipment that is lost, misplaced, broken, worn, replaced or otherwise unaccounted for.

Retain a refrigerated sample of each meal served (minimum of four ounces of each food item) for up to 72 hours to determine what food items may be responsible in the event of alleged food poisoning or infection. In case of food
poisoning or infection, these samples shall be made available for analysis to medical staff, and/or state or local public health officials.

Comply with all applicable health codes and local and State standards for sanitation. The Contractor must ensure that all food service workers have clean hands, wear hairnets or caps, and clean, washable garments, are in good health and free from communicable diseases and open wounds, and practice hygienic food handling techniques.

Ensure that all food is being properly stored and maintained and at proper temperatures. Appropriate space and equipment must be available for the proper storage and refrigeration of food supplies.

Ensure the kitchen and dining area is ventilated, properly furnished and clean.

Conduct daily routine operational and sanitation inspections of all food service areas, equipment and workers to ensure and maintain required compliance standards.

Employ proper safety and security measures, and train resident kitchen crew so that they can seek future employment in the community.

Maintain a sufficient supply of snack items, such as fruit, granola, and yogurt to be made available between meals and in the evening after dinner.

Ensure female offenders are supervised while working in the kitchen.

**Religious Services**

The Contractor shall make a reasonable effort to provide for the specific faith and non-denominational religious and spiritual welfare of all interested female offenders in the FFP, consistent with DOM Section 53050 and the CCR, Title 15, Subchapter 3, Article 1. The Contractor shall allow reasonable time for religious services in keeping with FFP security and other normal and necessary operations and activities. Participation in religious programs shall be voluntary.

a. The Contractor may hire or seek volunteers to act as chaplains to facilitate religious programs consistent with the safety and security needs of the FFP.

b. Requests for religious items (i.e., artifacts, apparel, appliances, etc) not authorized by the CDCR and/or the Contractor shall be referred through the Contractor to WCSU for approval or denial of the request.

c. Reasonable time will be allowed for religious services keeping in mind the other necessary operations and activities.

d. Female offenders shall not be assigned as ministers or as religious counselors.
Visiting

Visiting is a significant and important part of the female offender’s program. The environment of the visiting area and the visiting process should lend itself to enhancing family relationships, reconnecting the mothers with their children who do not reside in the facility, and provide an opportunity for women to practice parenting skills being taught in the program. The visiting process should also include age appropriate activities for the children.

The Facility Monitor shall routinely provide supervision of visiting and organized activities for mothers and/or their children. The privacy of female offenders and their visitors shall not be imposed upon except as necessary for appropriate identification of the visitors, to maintain appropriate decorum and to prevent the introduction of contraband items into the facility.

Visiting must not conflict with required participation in FFP program activities. Visiting shall be consistent with the overall program requirements of the facility and the female offender’s compliance with those requirements.

The Contractor shall establish a minimum visiting schedule that provides for no less than 12 hours of visiting on the weekend (Saturday and Sunday) and on the weekdays (Monday through Friday) from 7 pm to 9 pm. Visiting shall also occur on major holidays (New Year’s Day, Independence Day, Labor Day, Thanksgiving and Christmas Day).

Exceptions may be permitted outside of regularly scheduled visiting on a case-by-case basis. An example would be the case of a family emergency.

The Contractor shall establish procedures for the visiting program consistent with DOM Section 54020 and CCR, Title 15, Subchapter 2, Article 7. The area may have vending machines.

All visitors shall secure prior approval from the On-site Correctional Counselor. Visitors shall complete and sign a CDCR 106, Visiting Questionnaire, which will be used to initiate an arrest history inquiry. Upon completion, the female offender shall receive a CDCR Form 887, Notice of Visitor’s Approval/Denial/Termination/Suspension that identifies the visiting status of the visitor.

The Contractor shall notify visitors that upon entering the grounds of the FFP, their person, vehicle, and articles of property in their possession are subject to search to ensure the security of the FFP and to prevent the introduction of contraband. Refusal of a visitor to submit to a requested search shall result in a denial to visit on that day as described in CCR Section 3177(c) (3) and DOM Section 54020.
Telephones

The CDCR will provide pay telephones for all female offenders to make non-confidential calls (outgoing collect calls only) consistent with DOM Section 52060 and Title 15, Section 3282 via the General Services Statewide Inmate/Ward Telephone System (IWTS) Contract Agreement. The FFP contractor shall develop a plan of operation for the use of female offender pay telephones that includes, but is not limited to:

- Eligibility of female offender
- Scheduling of telephone time
- Limitations on the frequency and duration of calls
- Resident identification
- Cancellations/termination of calls
- Replacement callers
- Recording/monitoring of telephone calls

Calling cards are not permitted for resident use unless written advance approval is provided by WCSU. Cell phones are not allowed for resident use.

The On-site Correctional Counselor may authorize and permit a female offender to make a confidential and/or emergency call if warranted. The On-site Correctional Counselor shall be responsible for supervising authorized confidential or emergency calls. Confidential calls shall not be made on female offender pay telephones and shall not be monitored.

Circumstances warranting the consideration of an emergency call generally consist of a death, serious illness or accident involving an immediate family member. Upon completion of the call, the CDCR staff will document via CDCR Form 128-B, the specifics of the call, demeanor of the resident and the need for any change in the resident’s custody status (which may result in return to a higher custody state prison).

Female offenders may not use facility telephones except as specifically approved by the On-site Correctional Counselor.

Mail and Packages

The Contractor, in concert with the CDCR, shall establish and maintain a plan of operation for sending and receiving mail; receipt of packages, and special purchases in accordance with DOM Sections 53130, 54010 and 54030 as well as Title 15, Chapter 1, Articles 1, and Subchapter 2, Articles 4, 5, 6 and 9 and WCSU Program Directives. The Contractor shall encourage correspondence between female offenders and appropriate persons outside the FFP. Mail, packages and special purchases shall be in compliance with all postal regulations and within the security guidelines established by CDCR policy. Violations may result in the temporary suspension or the denial of correspondence (including packages).
Each outgoing article of correspondence from the FFP sent by a resident shall be clearly labeled or stamped with the words “Family Foundations Program.” All contractor staff shall enforce and comply with the above cited regulations.

The On-site Correctional Counselor shall ensure procedures are followed that incorporate security measures, processing procedures, inspections, distribution, disposition of disapproved correspondence and packages, volume of allowable items, staff responsibility, and staff record keeping. The mail/package/special purchases processes and procedures must be outlined in the Policy and Procedures Manual.

**Medical, Dental and Mental Health**

The Receiver appointed in the Federal case of *Plata v. Schwarzenegger*, may, in his discretion, appoint a Healthcare Monitor to either be housed at the Facility, or to make periodic inspection visits to the Facility consistent with the provisions of this section. The same information as is provided by CDCR to Contractor for its Contract Monitor shall also be provided to Contractor for the Healthcare Monitor.

The Contractor shall provide medically necessary health services, including medical, dental, and mental health services, while meeting the applicable standards and levels of quality established by the ACA, NCCHC, and CCR Title 15. In addition, the Contractor shall provide services consistent with all applicable Federal, state, and local laws and regulations governing the delivery of offender health services and any applicable Court orders, including, but not limited to orders issued in the case of *Plata v. Schwarzenegger, Coleman v. Schwarzenegger and Perez v. Tilton*, and establish the necessary quality controls to ensure all policies and procedures are designed and implemented in a manner to promote orderly and efficient delivery and management of health care service to CDCR Offenders. Compliance with applicable court orders as set forth above shall not be deemed to be submission to the jurisdiction of the ordering court, and is a contractual obligation only.

**Plata v. Schwarzenegger**

The parties hereto expressly acknowledge and agree that:

a. The female offenders housed in the FFP operated by the Contractor are members of a class of plaintiffs in an action pending in the United States District Court for the Northern District of California entitled *Marciano Plata et al. v. Schwarzenegger et al.* No. C01-1351 TEH (the “Plata Action”);

b. The California Department of Corrections and Rehabilitation (“CDCR”) is a named defendant in the Plata Action;
c. The plaintiffs in the Plata Action have alleged that the health care delivered to inmates in the California prison system is constitutionally inadequate and violates their rights guaranteed by the Eighth and Fourteenth Amendments to the U. S. Constitution.

d. By order, dated February 14, 2006 (the “February 14 Order”), the Court in the Plata Action (the “Plata Court”) appointed a Receiver (the “Receiver”) for the California prison health care system and set forth in detail the duties and responsibilities of the Receiver;

e. Pursuant to the February 14 Order, the CDCR and “all persons in concert or participation” with the CDCR are required to cooperate fully with the Receiver in the discharge of his duties; or

f. The inmate-class members are entitled to receive constitutionally adequate health care while housed in the facility operated by Contractor and shall not, by reason of the transfers, lose their status as members of the plaintiff class in the Plata Action.

Contractor expressly acknowledges and agrees that it:

a. Intends to and will provide constitutionally adequate health care to the inmate-class members while they are housed in the facility operated by Contractor;

b. Is a “person in concert and participation with” the CDCR within the meaning of, and subject to, paragraph VI.A of the February 14 Order, and has been provided with a copy of the February 14 Order; and

c. Will cooperate fully with the Receiver and will provide the Receiver or his designees access to the facility operated by Contractor and to documents, personnel and inmate-class members in the facility operated by Contractor to the same extent as the Receiver is provided access to CDCR facilities, personnel and prisoners pursuant to paragraph II.E of the February 14 Order.

CONTRACTOR shall permit the Receiver in the case of *Plata v. Schwarzenegger*, or his designee, to monitor health care services within the facility. Such monitoring may consist of internal procedures evaluation, examination of program data, special analysis, on-site checking, formal audit examinations or any other reasonable procedures. If the Receiver, or his designee, identifies any failure to meet the requirements of this Agreement related to health care services, such failure will be reported to and corrected by Contractor as soon as possible.

If the provisions of this Agreement conflict with (1) applicable Federal, state or local laws and regulations governing the delivery of health care or (2) any
applicable court orders, including, but not limited to orders issued in the case of *Plata v. Schwarzenegger*, the parties agree to take such action as is necessary to amend this Agreement to comply with the requirements of the law, regulation or order. The parties also agree that the Receiver is a third party beneficiary of this Agreement and the parties hereby consent to the jurisdiction of the United States District Court for the Northern District of California with respect to any action or proceeding brought by the receiver to enforce the provisions of this Agreement related to health care.

**Medical, Mental Health and Dental Services**

The Contractor shall coordinate with the CDCR Division of Correctional Health Care Services (DCHCS), and/or designated Health Care Manager (HCM) or Medical Officer of the Day (MOD) during non-business hours, at the CDCR Hub institution, for the development and implementation of written procedures for medical care which includes, but is not limited to, routine sick call, referrals, consultations and emergency medical services consistent with applicable health standards and CDCR requirements including the division of responsibilities for the provision of the varying elements and levels of care.

Emergency medical needs will be handled immediately via ambulance to the nearest appropriate facility.

The Contractor shall maintain a written plan supported by policies and procedures for ensuring the provision of routine and urgent medical, dental and mental health services. The plan shall include, but not be limited to the following:

a. 24 hour, seven days a week emergency medical, dental, and mental health care;
b. Initial/Preliminary Screening;
c. Daily triaging of complaints;
d. Sick call procedures with a health practitioner, seven days per week;
e. Outpatient medical, dental and mental health service, including diagnostics and physical therapy;
f. Special medical programs and services for, but not limited to, offenders with chronic needs;
g. Mental health and substance abuse services;
h. Inpatient medical services;
i. Adequate staffing of trained professional health services staff and support staff;
j. Pharmaceutical services and supplies;
k. No cost to CDCR offender for medication refills and renewals;
l. Optometric services;
m. Health education;
n. Medical diets;
o. Infection control;
p. Quality control/peer reviews;
q. Provide on-site medical triaging through the maintenance and operation of regularly scheduled sick call and health care appointments with the nurse practitioner employed by the program;

r. Liaison between the CDCR DCHCS and/or Hub facility HCM or designee monitor scheduled appointments, transportation, billing and the appropriateness of medical services provided to women by off-site medical practitioners and agencies contracted by the CDCR. Inmates do not schedule appointments;

s. Administer medical services through coordinated efforts with the CDCR in managing the utilization of appropriate health care services, medical cost utilization review and the effective tracking of billing.

t. Maintenance of Medical Records – Contractor shall maintain complete, standardized and confidential inmate medical records.

u. Administrative services, such as making appointments for the female offenders and processing general paperwork required to operate female offenders’ health care and outpatient services. Inmates do not schedule appointments;

v. Administering and ensuring compliance with the Inmate Co-payment requirements as defined in DOM and CCR Section 3354.2; and

w. Collecting, storing and processing blood, urine and saliva specimens.

Applicable health care services are to be provided consistent with departmental policies, procedures and regulations and any revisions therein (i.e. DOM Sections 54040; 54045; 54046; 54050; 54055; 54060 or as otherwise revised/delineated in Chapter 90000 and CCR, Title 15, Articles 8 and 9).

**Provide Initial/Preliminary Screening**

All screening will be conducted face to face by trained or qualified health care personnel on all offenders upon the offender’s arrival at the FFP. Screening will include, but not be limited to:

- An inquiry into the offender’s health care history, including status of current modalities and medications;
- An observation of the offender’s behavior, physical limitations and capabilities, and current physical condition;
- An immediate referral to appropriate health care professionals, for emergency care, prescription management, or modality authorization;
- At initial screening, all offenders will receive orientation regarding the Health Services Unit, including procedures for accessing care;
- Ensure at the time of return or transfer of an offender from the facility that the offender has a 14 day supply of medications prescribed for that offender;
- Collecting, storing and processing blood, urine and saliva specimens; and
- Offenders shall have a TB screening (tested and/or evaluated for TB) upon arrival at facility.
Sick Call

All female offenders are to be provided daily opportunity to attend “sick call” for assessment and care. Sick call will be conducted by the Nurse Practitioner or Physician. Female offenders with known or potentially serious illness or injury that is considered urgent will be examined by a physician as soon as possible but not longer than 24 hours from the time of the initial health care staff contact or as otherwise designated by the respective HCM. Female offenders with an illness or injury considered emergent will immediately receive emergency care and transport as set forth herein. Sick call must be conducted in a manner and location to provide for patient/clinician confidentiality commensurate with health care practice and in accordance with CDCR requirements.

Whenever the Contractor’s Nurse Practitioner or Physician determines that any female offender’s non-life threatening injury/condition request for medical care, treatment, evaluation or other need is warranted beyond the level of medical service authorized and available at the facility pursuant to the Agreement, the designated CDCR medical Hub shall be contacted immediately and provide advance directions and approval/authorization from the assigned HCM or MOD prior to transporting the female offender outside the facility. It shall be the Contractor’s responsibility to document and record the CDCR authorization/approval in the inmate’s “flimsy” file located at the facility and advise the assigned or on-site CDCR staff.

Medication Distribution

Over-the-counter non-prescription items will be stored in a locked cabinet in the medical area. Only clinical staff may dispense non-prescription items to female offenders, as necessary, in accordance with a prescription or non-patient specific protocol. This may be accomplished through a system that maintains confidentiality, promotes self-esteem, and teaches the responsibility of effective health care to the female offender and ensures that female offenders receive and take their medications.

Medical Space

The Contractor must provide sufficient space for the on-site delivery of basic medical services which must be provided in an appropriate location dedicated to that function. The medical area must be centrally located to female offenders and have direct and ready access to inmates (during normal work hours) without the requirement for staff escorts. Medical services must be provided in a manner and space pursuant to meeting the applicable standards and levels of quality established by the local, state, and federal codes, regulations and requirements, including Title 15 of the California Code of Regulations and any applicable court orders, including, but not limited to, orders issued in the case of Plata v. Schwarzenegger.
Emergency Care

Whenever an offender sustains a medical condition for which evaluation, care or treatment, as determined by health care personnel, or senior custodial/management personnel (during non-business hours), is deemed necessary to avert a life threatening injury, death, severe or permanent disability or lessen disabling pain, the offender shall be transported via ambulance to the closest emergency room for evaluation and treatment. The FFP Administrator in consultation with CDCR will approve all emergency medical care. But such approval shall not delay an offender's transportation. Procedures for access to emergency medical care must be approved in advance by CDCR's DCHCS and FFP Administrator.

Emergency Transportation

FFP will facilitate access to emergency medical transportation, (ambulance services) when medically necessary. If FFP staff is used to transport female offenders, FFP will submit a completed Community Correctional Facilities Inmate Health Care Advice Records (CDCR 7323) and Non-Routine Medical Transportation and Security Overtime Report for reimbursement of costs. FFP staff will maintain supervision for the female offender at the medical facility until the female offender is transported back to the facility.

Prior authorization given by DCHCS Officials

Excluding emergencies, prior authorization must be obtained in all cases of essential and non-essential/elective services. Proof of prior authorization must be documented in the female offender’s field file. Prior authorization must be obtained from the Hub institution HCM/designee before considering any non-emergent treatment.

Prior authorization for referral and consultation may be granted at any one of the three following levels of authority:

- Hub institution’s HCM/Dental Officer/Chief Psychiatrist
- CDCR medical dental peer review committee; or
- CDCR Assistant Deputy Director, DCHCS.

Self-Mutilation/Suicide Risks

If a female offender attempts or is considered at risk of a suicide attempt or shows signs of attempts of self-mutilation, she will be placed in the quiet room and directly supervised by FFP staff until CDCR Mental Health Care staff is contacted and provide direction for appropriate care, treatment and placement. If nursing staff are on-duty the female offender will be supervised
in the medical offices by the nursing staff until direction is provided by CDCR Mental Health Care staff.

**Maintenance of Health Records**

All client medical records shall be complete, standardized, confidential, and handled in accordance with all CDCR and HIPAA requirements. The medical records must be maintained in a medical file and must be kept in a secured lockable location (inaccessible to female offenders, the public, and/or unauthorized persons) yet, readily available to health care provider(s) at each encounter. Immediately upon a female offender’s transfer to another CDCR facility, the female offender’s medical records shall be sent to the receiving facility with her. Upon the female offender’s discharge, her medical records shall be immediately mailed to CDCR’s Archive Records Office. Upon the female offender’s parole, her medical records shall be immediately mailed to the respective CDCR Medical Records Office where the female offender is paroled. Contractor shall have written policies and procedures to ensure appropriate and confidential management of the female offender’s medical records and information. These policies and procedures shall support standardization of preparation, format, documentation, release and maintenance of the medical record.

**Medical Care Requirements**

During orientation, each new female offender will receive a new female offender packet that explains the program’s health care policies and procedures, and contains a copy of appropriate sections of the CCR, Title 15 related to health care.

The Nurse Practitioner will do a health status interview for each new female offender and update her field health record.

Prior authorization from CDCR for any non-emergency essential and non-essential elective medical services. Proof of prior authorization (CDCR Forms 7322 and 7323) will be placed in the female offender’s field file.

**Prescription/Non-Prescription Items**

The FFP is required by agreement to maintain a supply of common non-prescription items in addition to the first aid kit and commonly used dental/medical supplies. These items may be purchased generically, but should come packaged in commercially prepared packages that provide the female offender with written information on dosage, indications for use, contraindications and precautions.

The following medications are considered common “supply” items and will be included in the FFP inventory of standard non-prescription drug items:
- Aspirin tablets, 325 mg
- Acetaminophen (Tylenol) tablets, 325 mg
- Antacid tablets formulation-aluminum/magnesium hydroxide with simethicone (i.e., Maalox, Mylanta, Gelusil)
- Kaolin/Pectin Suspension (i.e., Kaopectate)
- Calamine Lotion
- Magnesium Hydroxide Suspension (i.e., Milk of Magnesia)
- Saline eye irrigating solution (i.e., Eye Stream)
- Ibuprofen tablets, 200 mg
- Antihistamine tablets
- Decongestant tablets
- Analgesic burn spray
- Antitussive tablet/lozenges with dextromethorphan
- Neosporin topical ointment or generic equivalent
- Hydrogen peroxide solution, 3 percent

These common, over-the-counter, non-prescriptive items will be stored in a locked cabinet (with the first aid kit). Upon a female offender’s request, the housing unit staff will provide one recommended dose of the medication and record the female offender’s name/CDCR number, name of medication dosage issued, name of the staff and signature.

The CDCR will only pay for doctor-prescribed legend medications (items which contain the statement on the original container “CAUTION: FEDERAL LAW PROHIBITS DISPENSING WITHOUT A PRESCRIPTION”). Items that are non-prescription by law will not be reimbursed by CDCR when prescribed by a physician without prior authorization.

Prescriptions should be filled with the lowest cost generic item available that meets the following Federal Food and Drug Therapeutically Equivalent Codes: AA, AB, AN, AO, AP, AT.

Multiple vitamins or therapeutic multiple vitamins should only be prescribed if there is documented evidence in the female’s medical record that a metabolic deficiency exists that can only be corrected with supplemental vitamin therapy rather than diet.

Contract pharmacies must provide the FFP with an itemized billing for all prescriptions, including the following information:

- Female offender’s name and CDCR number
- Prescription number
- Name of medication dispensed (both generic and trade name)
- Strength of medication dispensed
- Quantity of medication dispensed
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- Date prescription was filled and delivered
- Name of prescribing physician
- Billing cost of the prescription
- Tax ID number of the pharmacy

Note: Accounting staff will establish a process to verify that “double billing/double payment” is not taking place.

The following conditions must be met before reimbursement will be made to a provider for the purchase of eyeglasses for offenders:

- A health care professional will determine the female offender's need for eyeglasses.
- If the need for eyeglasses is indicated, FFP will refer the female offender to a contracted optometrist for the prescription.
- Whenever the contractor determines that female offender medical care, treatment, evaluation, or other need is warranted, beyond the level of medical service authorized and available at the facility pursuant to the Agreement, the Contractor shall be required to immediately contact the designated CDCR medical hub and obtain advance direction and approval/authorization from the assigned HCM or MOD prior to transporting the inmate outside the facility. Advance direction and approval/authorization is not required when the case is necessitated by an emergency. In an emergency, contact will be made with the designated CDCR medical hub as soon as reasonably possible without causing delay to the provision of emergency care.

**Urinalysis Procedures**

Urine samples must be taken for random testing of female offenders, and if there is a reason to believe a female offender has possessed, distributed, used or is under the influence of a controlled substance. Testing shall also be conducted as a condition of participation in Temporary Community Leave.

Only staff properly trained in the collection and processing of urine samples may be involved in the urinalysis process. Training will be provided by the On-site Correctional Counselor at the time of orientation, and as needed thereafter. The Contractor shall ensure that staff documents all urinalyses on the Facility Urinalysis Log. (Attachment 7)

Urinalysis procedures shall be conducted in accordance with California Code of Regulations (CCR), Title 15, and Section 3299(c).
Transportation

The Contractor shall:

Develop procedures to address the safe and secure transportation of female offenders to any outside appointments and for the purchase of personal supplies. Female offenders must always be escorted by a Contract staff member or CDCR custodial staff when going to an outside appointment, i.e. medical, dental visits. All Contractor staff must be trained pursuant to CDCR’s policy and procedures prior to transporting any female offender off the facility grounds. Female offenders are not allowed to use public transportation unless accompanied by a staff member.

Ensure maintenance of automobile insurance for private vehicles in accordance with the provisions contained in CDCR Special Terms and Conditions.

Ensure the lease of vehicles for the exclusive use of program female offenders, at a minimum of 2 passenger vans and a vehicle that can be used for non-emergency medical transportation.

Maintain automobile insurance for private vehicles in accordance with the provisions contained in CDCR Special Terms and Conditions.

Ensure maintenance of a transportation log, documenting vehicle use including time, destination, mileage and driver.

Ensure that personal vehicles are not used to transport female offenders or their children, without the approval of the WCSU Chief.

Classification

The CDCR, in concert with the Contractor, shall uniformly apply the CDCR’s classification process to each female offender assigned to the FFP. Each shall be individually classified in accordance with CDCR requirements. The Contractor, in conjunction with the CC III, shall ensure that the classification process is adhered to in the manner prescribed by the CDCR and that the female offender receives proper advance notice and appropriate non-confidential documentation. Classification decisions/actions shall be based on evaluation of available information and mutual agreement of the committee members. Every decision of a classification committee shall be properly documented on a CDCR Form 128G, Classification Chrono.

The Contractor shall establish an operational plan which will be reviewed and approved by CDCR in accordance with the Department Operational Manuel (DOM), Title 15 (CCR), this agreement, and other CDCR requirements which shall ensure a process for review as required. The Contractor and the CDCR staff shall participate in the classification process in accordance with DOM,
Section 62010. Initial and ongoing classification shall at a minimum consist of a quorum of three persons who shall serve as a chairperson, recorder and other member. Composition of committee members shall normally include the On-site Correctional Counselor, Facility Director and/or Administrative Program Director. A CDCR staff member shall always be present and part of any classification committee/action.

The On-site Correctional Counselor shall have final decision making authority on all disputed classification actions, but may elect to either defer or elevate matters to the WCSU (or designee) for final review/decision.

Appeals

The Contractor shall address in its Policy and Procedures Manual the process for, and response to, female offender-generated appeals in accordance with CDCR policy/procedure (DOM Section 54100 and Title 15, Division 3, Chapter 1, Article 8). The Contractor must ensure appeal forms (CDCR Form 602) are readily available to all female offenders. This includes appeal forms prescribed by the Board of Prison Hearings (BPT-1040), Reasonable Modification or Accommodation (CDCR Form 1824) and the Prison Industry Authority for appeal of decisions, actions, or policies within their jurisdictions. Additionally, the Contractor’s staff shall provide the assistance necessary to ensure that female offenders who have difficulty communicating in writing have access to the appeal process. The contractor staff shall respond and attempt to resolve appeals at the informal level if the issue(s) is/are Contractor related.

Unless screened out for non-adherence pursuant to Title 15, Section 3094.3, by the local CDCR Appeals Coordinator, all appeals must be thoroughly reviewed and proper response prepared that correctly addresses the issue(s) at hand. The Contractor shall coordinate appeal efforts with the WCSU Chief.

For Contractor related issues (i.e., living conditions, medical, mail, property, visiting, program, funds and staff complaints), the Contractor should attempt to resolve inmate appeals at the informal level by the Program Director or designee. Contractor shall respond only at the informal level of review. Appeals at the first formal level should be submitted to the WCSU Chief for review and assignment.

WCSU will forward all second level appeals to the Female Offender Program Services Associate Director. All third level appeals shall be forwarded by the respective appellant to the Secretary of CDCR or designee for final review. Any granted appeal at the second or third level of review containing a Modification Order directing the facility to remedy the appeal issue or complaint, shall be expeditiously addressed and resolved.

If the appeal is denied after exhausting the administrative process, the female offender may seek redress outside the CDCR. Pursuant to PC Sections 5054, 5058 and Title 15, Section 3084.1, no reprisal shall be taken against a female
offender for filing an appeal. Appeal procedures shall be described during female offender orientation and will be included in the orientation handbook.

Appeals related to Contractor staff misconduct must be forwarded directly to WCSU and subsequently forwarded to the Associate Director for review and disposition.

At a minimum, the Contractor shall ensure that a sufficient number of locked and physically secured appeal collection containers are readily located in a designated area within the facility and are readily accessible to female offenders in accordance with CDCR requirements.

**Inmate Welfare Fund/Trust Funds**

The Contractor shall establish and maintain an Inmate Welfare Fund/Trust Fund accounting system for recording and maintaining all transactions affecting female offender’s trust accounts in accordance with DOM Section 23010. The Contractor shall maintain an automated fiscal accounting system for all funds on behalf of children, and provide a monthly report of all funds received and expended.

The contractor must maintain an accounting system for the children to keep CDCR contract reimbursement payments separate from any other money source received in the name of the children (e.g., California Work Opportunity and Responsibility to Kids (CALWORKS)). The CALWORKS Children’s money must be expended only to those items allowable under CALWORKS, and/or any other income source. The Contractor must keep a record of how the children’s money is spent and the funds shall not be co-mingled. All accounting system and records must be made accessible to CDCR personnel when request is made.

**Restitution**

The Contractor shall be responsible for collecting restitution from trust account deposits from female offenders who owe restitution pursuant to PC Section 1202.4. and as further detailed in CCR Title 15, Section 3097.

**Release Funds**

In accordance with PC Section 2713.1, CCR, Title 15, Section 3075.2, and the Financial Management Requirements (FMR), female offenders are entitled to funding to assist them with necessary expenses upon their release from the FFP. The On-site Correctional Counselor will initiate the Release Statement (Form CDCR 102) which must be signed by the On-site Correctional Counselor and paroling female offender.
Library

The Contractor shall maintain a library in the FFP, accessible to the female offender population, consistent with DOM Section 53060. The library shall include a logical organization of materials to satisfy the needs of the user. A variety of reference, fiction, self-help and children’s books must be located in the facility and accessible to program female offenders and their children during visiting hours. In addition, the Library must contain a California PC; California State Prisoner’s Handbook; Title 15, Division 3, Chapter 1 “Rules & Regulations of the Director of Corrections” (English & Spanish Versions) and the CDCR DOM. Access to law library materials will be made available to female offenders who have a documented need for same.

The Contractor must review the library supply on a quarterly basis and determine what books should be ordered or discarded, if unreadable.

Property

The On-site Correctional Counselor shall ensure that the Contractor, in accordance with CDCR requirements (DOM Section 54030 and CCR, Title 15, Subchapter 2, Article 9), maintains a list of personal female offender property items and the maximum amount of each item a female offender may possess within the FFP. A WCSU program directive specifies the number and type of property for the female offender. The combined volume of state issued and allowable personal property items shall not exceed six cubic feet. The Contractor shall ensure that each female offender is provided a suitable means of storing their state and personal property within their assigned living area.

The On-site Correctional Counselor shall ensure that there are no motorized toys at the facility. Each child is allowed to possess 10 personal books and 10 toys, among other board games and personal items.

Facility Space

Ensure additional cleaning and maintenance duties are performed daily to maintain the living areas, classrooms, childcare rooms, office space, kitchen, dining area, medical space and outside areas. The schedule(s) shall outline cleaning and maintenance responsibilities associated with all work assignments. Inmates must also be assigned to participate in a weekly, work intensive, facility-cleaning exercise or “double scrub” each Saturday as part of regularly scheduled activities. All weekly chores and work assignments shall be designed to assist inmates in developing work skills and assuming personal responsibility.

Provide blankets and linens that are comfortable and colorful, as well as furnishings for the facility to include dining area, living areas, treatment and class
rooms, etc. Furnishings will be matching in each room, and replace linens as needed, but no less than annually.

Ensure soaps, detergents, cleaning compounds or similar substances shall be stored in areas separate from food supplies. Food service areas must be inspected and approved annually by the County/State Health Inspector.

Ensure that adequate and convenient parking is available for FFP staff, visitors and assigned CDCR employees. Parking spots closest to the exit will be reserved for facility vans and automobiles.

Provide a secured medical cabinet to store inmate prescriptions and over-the-counter medications and conform to established procedures for handling medications including the CDCR Mental Health Program Guidelines and the CCR Title 9, Section 10572(f). The Contractor must comply with all guidelines regarding biohazard material use and disposal. The Contractor is responsible for proper and safe storage of all hazardous materials.

Ensure secured janitorial closets that are equipped with a utility sink, hot water, and adequate shelving and cabinets for the storage of cleaning supplies and equipment. This room must be secured and under direct staff supervision when being used by inmates.

Ensure adherence to a daily cleaning schedule for all sleeping rooms and adjacent bathrooms. All sleeping rooms must be kept in a tidy and organized manner. Bathrooms and showers must be cleaned daily and all cleaning and bathing products must be stored out of the reach of children.

Maintain an atmosphere that is conducive to learning and adequately furnished with supplies and educational materials.

Ensure clean Parenting Center rooms. Female offenders assigned to work in the Parenting Center rooms under the supervision of staff shall be assigned chores and duties necessary to ensure that the area is clean and safe. Cleaning materials, soaps, disinfectants and cleaning tools shall be used regularly and stored in designated areas away from children.

Ensure inmate property is held in a secure storage area pending transfer or release. Property must be stored in the facility storage room with both deadlock and door lock.

Ensure the secured storage of gardening tools, hand tools, hazardous, toxic and/or volatile substances as well as building supplies, donated items and equipment. This room must be secured and under direct staff supervision when being used by inmates. A tool inventory and control log must be maintained. Tools must be checked out by individual inmates or staff. Inmates must be supervised when using tools.
Ensure the maintenance and cleaning of the designated office space for WCSU staff use and ensure that the office has a working telephone and computer with Internet access and e-mail capabilities.

Ensure that all areas in need of immediate repair are forwarded to WCSU and ensure completion of the Maintenance and Repair Schedule/Checklist (Attachment 8), including all items covered under the various constructions contractor warranties.

Monitor all maintenance service providers, including those of any/all sub-contractors, and ensure the building is maintained in good repair and in a safe and sanitary condition.

Ensure facility maintenance includes preventative and emergency maintenance as well as adherence to a planned maintenance schedule consistent with the scope of services provided by CDCR. Costs associated with repairs due to damage from the inmates and/or children outside of the scope of services will not be covered by CDCR.

Ensure that classroom and treatment space is properly maintained, creating an atmosphere conducive to learning and adequately furnished with supplies and educational materials.

Maintenance of the facility site will be done by utilizing the workforce of supervised female offenders. Yard maintenance includes weeding, maintenance of sprinklers, flowerbeds, and grass.

**Daily Facility Activity Logs for Shift Exchange**

The Contractor shall incorporate the daily use of a facility activity log to chronologically record the significant routine and out of the ordinary events, activities and incidents that occurred at the facility during each of the respective shifts. Significant routine activities include, but are not limited to, start/end time of each shift; female offender starting/ending totals; counts; security checks; system or equipment tests; resident arrivals/departures and distinguished visitors.

The On-site Correctional Counselor shall ensure that all staff read the comments in the daily facility activity log from the previous shift and record any events and relevant information prior to the end of shift.

**Counts**

The Contractor has the overall responsibility for counts. A physical count of female offenders shall be conducted at least four times during each calendar day consistent with CCR Section 3274 and DOM Section 52020. At least one count
shall be a negative count that properly accounts for all assigned and unassigned female offender beds. At no time shall any program female offender have possession or control of actual count documents or materials. Any irreconcilable count discrepancy(s) and/or need for an emergency count shall immediately be reported to the senior on-site CDCR staff.

**Secured Control of Computers**

The Contractor must ensure security control of the FFP computers to prevent female offender access to sensitive and restricted information shall be consistent with DOM Section 49020 (Resident access and use shall be in accordance specifically with DOM Section 49020.19 – 49020.20). In no case shall a resident have access to any internet, intranet, web site, e-mail, wide area network or other similar system(s). Any computer not intended for female offender use must be identified by clear display of large red letters that it is “Restricted from Female offender Access.”

**Due Process and Progressive Discipline**

The Contractor shall develop procedures for the discipline of female offenders which meets the requirements of CDCR policy, DOM Section 52080 and CCR, Title 15, Subchapter 4, Article 5, using due process and progressive discipline. Discipline should remain at the lowest level possible by using appropriate program consequences for behavior.

**Controlled Receiving and Release of Female Offenders**

The Contractor shall develop CDCR procedures for structured and controlled receiving and release of female offenders who are temporarily or permanently entering or leaving the facility.

**Contraband Searches**

The Contractor must conduct documented searches of the facility to ensure there is no contraband on site in accordance with CCR, Title 15. The Contractor must develop procedures for documented searches of the facility and female offenders if necessary. Searches do not need to be intrusive and do not need to cover the entire facility on a daily basis. Random, or for cause searches of female offenders should also be conducted. No male staff will be authorized to pat search a female offender in accordance with CDCR policy. A locked and secured cabinet must be available at all times for the storage of seized contraband (evidence). Evidence is any tangible item that is being preserved for the eventuality that it may be used to furnish proof to a discretionary/fact finding body. The Contractor shall coordinate the collection, processing and storage of contraband/evidence with the On-site Correctional Counselor. The Contractor shall also cooperate with CDCR in any subsequent criminal referral action or process (for prosecution) against any female offender, visitor or related matter.
Searches of Female Offenders

In accordance with the WCSU program directives and compliance with California Code of Regulations, Title 15, Crime Prevention and Corrections, CDCR recognizes that the searching for contraband is an integral part of providing safety to the public, staff and offenders. Searches of offenders, their living quarters and work areas to locate contraband and to control and/or deter the introduction/possession and movement of contraband are paramount to operating a safe and secure facility.

This FFP facility operates under the same rules and regulations that are applied at the traditional prison facility. Offenders assigned to any FFP facility must abide by the same rules and regulations identified in the California Code of Regulations, Title 15, and CDCR’s DOM.

Only properly trained staff may perform searches of offenders and their possessions. All contract personnel must be trained and authorized by WCSU personnel prior to conducting any clothed and unclothed body searches of offenders. This approval will normally be given by the On-site Correctional Counselor. Staff must be aware that the searching of offenders and their possessions for punitive reasons will not be tolerated. The searches must be conducted in a manner that is professional and dignified, and shall not involve any punishment, harassment or embarrassment to the offender. It is important to emphasize that the offenders are with their children and that local directives and rules apply with respect to the items the offender and their children may have in their possession.

Clothed and unclothed body searches of offenders shall be conducted by female employees only, in an appropriate area.

Staff shall perform random clothed body searches of offenders, or when reasonable cause is established. Random search should be no more frequent than necessary to control contraband or to recover missing or stolen property; however, the routine search of offenders entering or leaving certain specified areas is not precluded.

Use of Force

The Contractor, in accordance with CDCR’s Use of Force Policies and Procedures, shall also develop policies and procedures on FFP staff's use of physical force and restraints in their supervision of female offenders and in the preparation of use of force reports. Employees who supervise female offenders must be trained in physical controls, recognition and handling of resident emotional disturbances, and use of restraint equipment. No employee will use physical force on a resident unless it is in the employee’s defense; defense of
others, at the lawful direction of a peace officer; or it is necessary to prevent escape or serious injury to persons or property. Only the minimum force required shall be used.

**Crime and Incident Reports**

Crime/Incident Reports (CDCR Form 837) represent the first formal written notification that an incident of significance importance or interest to the CDCR has occurred at the facility. The Contractor shall prepare and distribute Crime/Incident Reports in compliance with DOM Section 51030, CCR, Title 15, Section 3382 and CDCR policy. For each reportable incident, the Contractor shall be required to thoroughly address and include all relevant factors associated with the incident; assign an incident report log number; and submit the completed Crime/Incident Report within prescribed timeframes to WCSU for review, approval, and/or other action. The CDCR reserves the right to periodically modify, revise and/or amend the criteria that constitutes reportable incidents and the Contractor shall fully comply with effected changes upon receipt of written notification from the CDCR without amending the agreement. Examples of reportable incidents include, but are not limited to, those identified in DOM Section 51030.3.

**Fire Safety Inspections**

The FFP must be approved for occupancy by the Office of the State Fire Marshal (OSFM) pursuant to Health & Safety Code Section 13143.6. Thereafter, the FFP must pass annual fire safety inspections conducted by the OSFM (or their designee) in accordance with Scope of Work (Exhibit A) and adhere to the following CDCR standards.

a. Prohibit smoking in the FFP by anyone (including staff, female offenders and visitors).
b. Appropriately place and secure (i.e. keyed box) fire extinguishers, fire alarm pull switches and thermostat controls throughout the FFP and document monthly safety inspections completed by staff.
c. Post clear, concise and site specific emergency evacuation floor plans throughout the FFP in tamper-proof frames.
d. Document quarterly fire drills in accordance with CDCR policy and in adherence to a FFP evacuation plan reviewed and approved by the local fire department or OSFM.
e. Place smoke detectors throughout the FFP to include such key areas as administration, kitchen, laundry, living areas, classrooms, medical area and maintenance shops. The Contractor shall ensure that emergency access to all facility areas can be provided at any time.

The Contractor shall be required to provide the On-site Correctional Counselor with a copy of all safety inspections conducted. The Contractor shall also include any action plan required to mitigate any identified deficiencies or
failures. The Contractor shall ensure that a copy of the final clearance is provided.

**Testing of Emergency Lighting Systems**

The Contractor must complete and document monthly testing of the FFP’s emergency lighting system that turns on automatically and instantly with the loss of electrical power. The Contractor must additionally identify any and all deficiencies or failures and provide the On-site Correctional Counselor with a written corrective action plan for immediate resolution of problems.

**Cameras**

The Contractor must have a written policy restricting female offenders (and visitors) from the possession or use of a personal camera or any other visual recording device while on facility grounds. (Exception: Staff may use Polaroid cameras to take photographs of mother, child and family during visiting and “special photo” days).

**Smoking**

Written policies must prohibit smoking by anyone including staff, female offenders and visitors in the facility or on facility grounds.

**Key, Tools, and Equipment Control System**

Procedures for the security and accountability of facility keys must be strictly enforced via dispensing, collecting and storage procedures. DOM 52040.5 requires implementation of a tool identification system. Keys, tools and equipment shall be assigned to one of three tracking systems:

1. Master Inventory List which is a list of all keys, tools, and/or equipment assigned to a specific area. The list must be updated monthly as items are procured, issued, lost or expended and shall be reconciled at the beginning of each by the designee of the Program Director;

2. Key Board which is a board constructed with one or more hooks for the purpose of hanging keys. An easily recognized identification number will be located below each hook and will correspond to the number tagged on the key ring assigned to the hook. Keys exchanged/checked out on a daily basis shall use this system; and

3. Shadow Board which is a board constructed with a shadow system (tool hanging on the board is shadowed by its shape painted behind it on the board. Each tool accounted for shall have an easily recognized number and/or color to correspond with its designated area or board. Chits are used to check out keys, tools, or equipment in order to maintain accountability. This process is referred to as the chit exchange system and shall be used in order to ensure accountability/location of each key.
Each key or shadow board shall have an inventory sheet to track and list items assigned to the board. The inventory sheets shall reference the amount and/or type of items stored and will contain an area on the sheet to indicate discrepancies. If a discrepancy is noted:

All discrepancies shall be reported immediately to the On-site Correctional Counselor and a search of facility areas will be conducted to recover the lost or missing item. Discrepant items must be reported on the Daily Activity Report and sent to WCSU and also reported in the Daily Facility/Shift Exchange log.

Audits

The State shall have the right to audit and review any and all aspects of the facility as it relates to the approval contract Agreement. The Contractor shall at all times maintain accurate, organized and accessible financial and operational records to expedite any and all financial and/or operational audits and to minimize any disruption to facility operations during audits.

Facility monitoring, reviews, and audits by CDCR or its designee may be scheduled on a routine basis or may be unscheduled and unannounced. Contractor shall fully and timely cooperate with, assist as requested and respond to any and all such audits. Audits may be conducted by, or on behalf of, CDCR, or by any other authorized governmental entities, and may be conducted by authorized private entities acting on the State’s behalf.

CDCR, and/or its designee and/or any other authorized governmental entity may, at its discretion, conduct audits and reviews of the Contractor’s records as they relate to the contract whenever deemed necessary or appropriate by CDCR. The Contractor shall be responsible for ensuring auditors have access to all such records (including subcontracts) in the actual and constructive possession of the Contractor; to provide access to the facility where such records may be kept; provide an appropriate work area for auditors; provide necessary staff escorts; and facilitate availability of contractor staff for discussions related to the purpose of the audit.

Program (Operational) Audits

Program (operational) audits may be conducted at any time by State, CDCR, WCSU and any of their authorized representatives, designees, control agencies, and other governmental entities. Such audits may involve female offender custody issues, public safety and security issues, program management issues, building and grounds issues, or any other subject area deemed by CDCR to be relevant to facility operations or programs. Audits may be conducted to evaluate Contractor compliance with the Agreement, with CDCR standards and requirements and with other lawful requirements. A Corrective Action Plan may be requested if there is an existence of:
• Safety Issues – If the CDCR deems in its sole judgment that a non-compliance issue exists with respect to the health, safety or security of the facility, or the health, safety or security of the female offenders, facility staff or the general community (“Safety Issues”), the Contractor shall immediately correct the issue upon verbal or written notice from CDCR by taking immediate short-term and/or long term corrective action as directed by CDCR. The date for the corrective action may be the same day as the direction given by CDCR, or by any other date deemed necessary or appropriate by CDCR in its sole judgment.

• Non-Safety Issues – If the CDCR deems the facility to be deficient in any non-safety related area, the CDCR may issue a written notice specifying the areas of non-compliance. The Contractor shall immediately notify WCSU how and when it proposes to remedy the issue. Within seven (7) calendar days of such notice, the Contractor shall submit a written statement to WCSU identifying the action taken or to be taken to correct the deficiency, and timeliness for completion or attaining full compliance. WCSU will either approve the plan or provide a written directive to assist the Contractor in attaining full compliance within the necessary time frames.

• If the Contractor disagrees with the On-site Correctional Counselor, the Contractor may take a first-level informal appeal to the WCSU Chief and second level appeal to the FOPS Associate Director.

• WCSU shall conduct a quarterly Compliance Review on all aspects of this Agreement.

Financial Audits: financial audit requirements are specified in the FMR.

Compliance Disputes: If an Agreement compliance issue arises, the Contractor shall adhere to the “Contract Disputes” resolution procedures specified in the DGS General Terms and Conditions, Exhibit C.

Required Reports

The Contractor must submit the following required reports and information on the Standardized Monthly Report form (Attachment 9) to WCSU, which includes but is not limited to:

Daily Reports
• Daily Briefing Report
• Critical Incident Report (if applicable)

Weekly Report
• Inmate Roster Report
Monthly Reports
- Population
- Movement (child and female offender)
- Community Volunteers/Outreach
- Special Events
- Off-site appointments
- Staff Roster
- Volunteer Roster
- Drivers/DMV Updates
- Performance Evaluations
- CPR/TB updates

Quarterly Reports
- Maintenance Repair Schedule/Checklist
- Fire Safety Inspections

Annual Reports
- Automobile Insurance Certificate
- Fire Marshall Certificates

Published Reports
- Program information, reports, writings, summary documents, and/or press releases must be approved by WCSU prior to dissemination.
- The Contractor shall consult with WCSU in the development of any program data or material to be released to the public, news media or other professional groups.

VIII. WCSU RESPONSIBILITIES

A. Program Oversight

- Review Contractor’s written Policy and Procedures Manual for compliance with CDCR requirements, prior to program implementation and during the term of the Agreement.
- Ensure service delivery of all required program activities, adherence to daily program schedule and the provision of female offender program hours.
- Provide an On-site Correctional Counselor at the FFP to address custodial and disciplinary issues and serve as a liaison between the Contractor and WCSU.
- Participate in regularly scheduled, and as needed, meetings with the Contractor, and provide required CDCR training to contractor staff. The On-site Correctional Counselor will interact as a part of the program team and will receive training in gender-responsive programming and trauma-informed services.
- Conduct teleconferences and meetings with the Contractor and the on-site Correctional Counselor to review program progress and performance. These meetings shall present the opportunity for assistance in program implementation, identification of problems and problem solving, determination
of future performance objectives, contract compliance and any other subject relating to the operation of the program.

- Provide initial orientation and ongoing training to contractor staff pursuant to CDCR laws, rules, policies and procedures.
- Provide and maintain general management oversight of the Contractor’s facility to ensure that the Contractor meets program and security requirements in accordance with this agreement.
- Ensure that all letterhead, business cards, manuals, brochures, pamphlets and any other documents for external use are reviewed and approved prior to use.
- Ensure the Contractor’s compliance with CDCR training standards, Corrections Standards Authority training standards, and all other legally-required training standards for contractor staff and all other legally-required facility and operational standards.

B. Facility Oversight

- Provide a CDCR-owned residential treatment program facility that will house up to 75 individuals (35 women and 40 children), provide office space for the Contractor staff, and provide for on-site custody staff
- Pay all owners fees (i.e., mortgage, taxes) associated with the CDCR owned facility.
- Ensure that warranty repairs to the facility’s structure are completed timely and within state established guidelines.

C. Fiscal Oversight

- Ensure the Contractor accounts for all trust funds, restitution, fines, direct order collections, and meal ticket reconciliation.
- Ensure the Contractor submits an original and two copies of invoices for services for the previous month on or before the 15th of the following month, to the WCSU contract analyst.
- Ensure the Contractor employs an onsite bookkeeper to provide bookkeeping and check writing duties. The Contractor must prepare, submit and maintain copies of monthly invoices. The Contractor must submit the original monthly invoice to the On-site Correctional Counselor prior to submission to WCSU. Monthly account sheet(s) documenting program use of received TANF or CALWorks funds must be submitted with the monthly invoices.
- Ensure the Contractor documents overtime on the adjusted hours/overtime form, signatures of both employee and contractor to document approval for overtime; submits to the WCSU contract analyst with the monthly invoice.

D. On-site Correctional Counselor Duties

- Contractor staff coverage on a 24/7 basis.
- Supervision of female offenders on a 24/7 basis.
A review of the staff shift exchange log book shall be done on a weekly basis to ensure all staff have read and signed the log book. The CCIII shall sign in red ink on a weekly basis.

On July 1 of every year, submission of a copy of insurance coverage that meets minimum requirements.

Staff sign-in sheets contain starting and ending times.

Annual staff performance evaluations.

Employee signatures on timecards.

Monthly updates of staff rosters are updated.

Supervision of residents who work in the Parenting Center.

Physical inspections of facility space include child care, for safety and cleanliness.

Monthly update of staff vacancies and recruitment efforts.

Monthly update of DMV printouts and driver’s licenses.

Monthly list of approved drivers submitted to WCSU.

Hiring qualifications are met; all waivers are granted in writing.

Documentation of required staff training.

Provision of CDCR-required training, including urinalysis collection and other custody training requirements.

Adherence to program and security requirements in order to maintain the integrity of the program as specified in the Director’s Rules, Title 15, the Department Operations Manual (DOM), Program Directives, and Operational Procedures for the Family Foundations Program.

Completion of classification and disciplinary hearings in accordance with the provisions of Title 15, Section 3320.

Oversight of the disciplinary process, time-to-serve computations, use of force policy, due process, and overall security of the facility.

Provision of classification and disciplinary hearing services, as prescribed in CDCR regulations.

Security checks of staff/visitors through the State Department of Justice and/or the Federal Bureau of Investigation.

Maintenance of inmate field file and required casework functions.

Storage for any weapon(s) brought to the facility in the identified gun locker(s).

Review of monthly invoices prior to submission to WCSU contract analyst.

Observation of female offenders in program activities on no less than a weekly basis.

Completion of custodial and classification reception duties at the time of the inmate’s arrival to the program. WCSU must be contacted if On-site Correctional Counselor is unable to meet the inmate at time of arrival, and creation of the field file in accordance with DOM and Program Directives.

Liaison duties with parole agents in the development of the Contractor's aftercare/transition plan.
E. WCSU Headquarters Responsibilities

- **Recruitment Oversight**
  Ensure that staff conducts statewide education and recruitment sessions with county courts, probation departments, attorneys and law enforcement agencies.

- **On-site Correctional Counselor Work Schedule**
  Ensure a work schedule of weekdays during normal business hours. (Note: The exception is that the On-site Correctional Counselor is expected to work one weekend shift per month, and one late evening shift per month. In order to assess all aspects of the program, these exceptions should be random hours in lieu of the same scheduled shift each month.)

- **Vacation/Extended Sick Coverage**
  Provide backup coverage for the On-site Correctional Counselor during vacations, extended sick time and/or vacant position relief.

- **Returning Applicants**
  Review applications from women who have previously completed an FFP program, have re-offended and are requesting a return to the FFP. The Chief of WCSU shall have the discretion to determine re-entry, based upon the female offender’s prior program assessment and engagement. (Alternative sentencing applicants who voluntarily left the program prior to completion of 365 days, because they had an Estimated Parole Release Date and returned to prison where they paroled, are ineligible for return to an FFP.)

- **Appeals/Inmate Discipline Coordinator**
  Serve as Appeals coordinator and Inmate Discipline Coordinator, reviewing both logs on a monthly basis.

F. Sanctions for Non-Compliance

Quarterly compliance reviews will be used to determine contract compliance. Should the Contractor be found to be out of compliance, the Contractor is subject to the following sanctions:

a. Mandatory technical assistance in the form of training by WCSU, or other consultants identified by WCSU with Corrective Action Plans, costs charged to the Contractor
b. In-depth program assessments with Corrective Action Plans to remedy deficiencies
c. The Contractor will reimburse the State for costs incurred by their failure to perform
d. Immediate fiscal audit of the program
e. Immediate program services audit by WCSU, costs charged to the Contractor
f. A 10 percent reduction of the invoices until the CAP has been addressed to the satisfaction of WCSU
g. Elimination of the Contractor’s ability to collect the Profit/Service Fee until the CAP has been addressed to the satisfaction of WCSU
h. Termination of the contract

G. Failure to Perform Services

To determine if contract standards and/or departmental/institution policies and procedures are adhered to and maintained, CDCR will routinely evaluate the work performance of the FFP Contractor. WCSU shall state in writing the reasons the FFP Contractor does not meet the contract standards and/or department/institution policies and CDCR shall not be required to pay Contractor for any hours worked by such personnel. Contractor will be required to comply with Corrective Action Plans.

Failure to provide services within the time frame established in the Corrective Action Plan may result in termination of this Agreement.

IX. PROPOSAL ELEMENTS AND SCORING CRITERIA

The bidder’s proposal shall be submitted and evaluated in two separate phases. Step I will consist of evaluating the Technical and Budget Proposal, and Step II will consist of evaluating compliance with DVBE Program Compliance requirements on a pass/fail basis.

STEP I – TECHNICAL AND BUDGET PROPOSAL

Each element has a description of what must be addressed and the scoring criteria which will be utilized by the evaluation committee. The specific criteria for each element are described below:

Element A - ORGANIZATIONAL OVERVIEW - (Maximum Points – 150)

The bidder will be rated on their ability to demonstrate organizational qualifications for developing, implementing, and operating an FFP.

1. Organizational and Contractor’s Administrative Experience/Knowledge shall be based upon a description of the organization’s experience in the administration and service delivery of previous agreements, grants or awards for substance abuse program services.
   a. Program Experience.
   b. Project Modality
   c. Organizational References

Maximum of 115 points
2. The bidder must supply a Letter of Recommendation (LOR) from a Warden, CEO, or Head from an institution or community correctional center for which the bidder is currently or has in the past five years (5) provided substance abuse services.

The LOR must address both the following: (1) an evaluation of the quality of the bidder’s positive performance and (2) experience with the female population.

**Maximum of 20 points**

3. The bidder must demonstrate that Contractor’s administrative personnel have met the criteria established in the RFP. Resumes of Contractor’s administrative staff identified in this item must be provided.

Experience shall be evaluated and scored for only 3 administrative staff.

It should be noted that for purposes of scoring points, the project does not have to be the same project from one year to the next.

Failure to identify three administrative staff in this item shall be cause for disqualification.

**Maximum of 15 points**

4. Bidder’s Organizational Structure and Geographic Consideration

The bidder shall describe the structure of their organization by providing an organization chart.

a. The chart shall reflect the overall corporate structure and chain of command.

b. The bidder shall address geographical considerations by providing a narrative that describes its plan for effectively developing, staffing, operating, overseeing, and supporting the proposed FFP at a remote site from its administrative headquarters.

**Maximum of 9 points**

**ELEMENT B - FFP POPULATION INFORMATION - (Max. Points – 25)**

The bidder must demonstrate in writing a thorough understanding of the target population at the FFP for which the bidder is submitting a proposal and previous experience administering a trauma-informed substance abuse program to the target population.

**Maximum of 25 points**

**ELEMENT C – PROGRAM SERVICES TO PARTICIPANTS - (Max. Points – 290)**

The bidder must provide a detailed description of the approach to be taken in providing FFP services to participants.
1. Risk and Needs Assessment. The bidder must provide the assessment tool(s) that will be used and the purpose of each.

**Maximum of 25 points**

2. Below are the 8 requirements of the ITRP. Submit the ITRP that will be used to include the following:

   a. Substance abuse.
   b. Co-occurring disorders.
   c. Physical, dental, and mental health.
   d. Trauma.
   e. Parenting skills and social service issues related to the female and her family.
   f. Immediate and long-term treatment goals.
   g. Most appropriate treatment methods and resources to be used.
   h. Specific re-entry needs, e.g., FOTEP, community linkages, housing, employment, and child care, etc.

**Maximum of 25 points**

3. Program Elements

Describe each of the 16 services and how they will be implemented using the CAS.

1. Program Phases
2. Orientation
3. Self Help Groups
4. Group Counseling
5. Family Counseling/Family Focused Services
6. Individual Counseling
7. Parenting Skills and Early Childhood Development Services
8. Substance Abuse Treatment and Education
9. Vocational and Educational Services
10. Life Skills Development
11. Sober Living Skills
12. Trauma Treatment
13. Wellness, Exercise and Recreational Programs
14. Daily/Weekly Work Assignments
15. House Council
16. Continuum of Services

Provide a detailed description of how the bidder proposes to implement each of the sixteen (16) above program elements, using the CAS.

**Maximum of 240 points**
ELEMENT D - PROGRAM SUPPORT – (Max. Points – 60)

1. Program Schedule and Documentation of Service Delivery - Describe a typical weekly schedule. In addition to the narrative description, bidder will provide a calendar, for a one week period, depicting the programming schedule.

   Maximum of 15 points

2. Case Files - The bidder must provide a detailed sample of a mock-up participant case file to include the minimum requirements identified in the RFP.

   Maximum of 15 points

3. Fiscal System – The bidder must provide a detailed description and include the accounting system for monies received on behalf of children.

   Maximum of 15 points

4. Curriculum - The bidder must provide a description of the curriculum for the substance abuse prevention program and the child development program.

   Maximum of 15 points


1. Vacancies

   The bidder must specify in detail a plan for recruiting staff to fill vacancies at every staff level within 90 days, considering some of the special geographical, economic, and sociological hardships involved in this endeavor.

   Maximum of 5 points

2. Staffing Plan

   The bidder shall demonstrate the ability to staff the program at the level necessary to meet contractual obligations.

   The bidder must provide verifiable resumes for all of its employees.

   Maximum of 5 points

3. Staff Training

   The bidder must set forth a detailed training plan for each employee’s first year of employment as outlined in this RFP.

   Maximum of 15 points
ELEMENT F - CONTRACTOR’S RESPONSIBILITIES – (Max. Points – 50)

The bidder must describe its ability to adhere to all Daily Operations, Safety, Security and Custody functions. The bidder must demonstrate its ability to ensure adherence to all CDCR regulatory and policy requirements and describe how all staff will be made aware of these requirements.

The bidder must describe how CDCR requirements will become operational while maintaining a balance between custody requirements and the therapeutic environment. The bidder must describe how the operational, safety, security, accountability functions and the programmatic requirements will be blended to maintain a therapeutic environment.

Maximum of 50 points

ELEMENT G - BUDGET PROPOSAL – (Max. Points – 257)

The entire Budget Proposal shall consist of a budget by Fiscal Year (FY), non-expendable equipment, and a budget narrative and the Total Budget Proposal Summary for each FY pursuant to the Line Item Budget Guide (LIBG), Exhibit E, for the Family Foundation Program.

The budget narrative shall briefly describe the intended use of each line item and what is included in the proposed amount. The budget narrative shall be submitted as part of the bidder’s proposal and should be located immediately after each FY’s budget detail in the proposal. The budget narrative and non-expendable equipment must be completed and submitted in their entirety by the bidder, and the Total Budget Proposal Summary sheets must be submitted both in printed copy and by diskette or CD. The bidder shall show the monthly salary per position with the total annual salary.

Additional sheets, if necessary, may be attached to the Budget Proposal using the format provided in the LIBG. The Budget Proposal shall be presented for the FFP costs. To be deemed acceptable, the bid amount shall be based on the contract funding cap. The budget proposal shall be scored as described below.

For the purposes of planning and budgeting, the bidder shall budget for all program costs including full staffing based on a start date of July 1, 2009.

Maximum of 257 points

STEP II – DISABLED VETERANS BUSINESS ENTERPRISE PROGRAM COMPLIANCE

Step II consists of evaluating the bidder’s compliance with DVBE requirements on a “pass/fail” basis. The DVBE participation goals or GFE must be based on the total
amount of the bidder’s Budget Proposal and includes all amounts that will be reimbursed by CDCR through June 30, 2014.

For purposes of documenting compliance, the “DVBE Program Requirements” is included in Attachment 11.

To be deemed responsive and eligible for award of the contract, the bidder must attain the prescribed goals or demonstrate that a GFE was made to meet the goals. The bidder will be disqualified if DVBE requirements are not met (either by meeting the goals or properly demonstrating and documenting that a GFE to meet the goals was made) on the total amount of the Budget Proposal.

XI. PROPOSAL CONTENTS

The proposal shall consist of two (2) separate and distinct envelopes and a mailing tube(s) that include the following:

1. Bidder Proposal Documents
2. DVBE Mandatory Participation Worksheets

If the bidder is submitting any portion of their proposal on a computer disk, the software program must be compatible with Microsoft Word versions 6.0 / 7.0 or Microsoft Excel Version 5.0. In addition to one copy of the disk, the bidder must submit one unbound original and six (6) copies of any data contained on the disk. It is essential that the proposal comply with the following content and sequence requirements. Failure to follow these instructions could result in a lower overall score.

A. Bidder Proposal Documents (Envelope 1)

This must be presented in a narrative form, demonstrating the ability to meet qualifications, requirements and standards specified in this RFP. The proposal must contain the following: Table of Contents and proposal elements as instructed in Section X. Each element must be addressed separately and clearly identified. The proposal for Step II must be typed double spaced on 8 1/2 " x 11" paper, all pages consecutively numbered, each required section element highlighted, and in the sequence presented in this RFP.

The proposal must include Exhibits B through B1 and B5, and include only the allowable costs identified for this project. Allowable and unallowable costs are defined in the FMR (by reference a part of the agreement). The major budget categories and the individual line items must have all unit costs extended, totaled and reflected for each FY(s) of the project.

Include the following documents:

1. Proposal Cover Letter must be completed and signed by an individual authorized to make the offer to perform the work described. Individual(s)
signing this letter must indicate their position/title within the business. If the proposal is submitted by a public entity, the City Council or Board of Supervisors (herein referred to as governing body), must have approved a resolution for the individual to sign and submit the proposal. In turn, a copy of the governing body approval must be included with the proposal.

2. Payee Data Record (Attachment 14) must be completed and signed.

3. Copy of Valid California City or County Business License (if applicable) or, if a corporation located within the State of California, incorporation documents or letter from the Secretary of State, if not a California business, an affidavit that business is in good standing with the state, province, or country in which business is headquartered.

B. DVBE Program (Envelope 2)
An original and one copy of the DVBE worksheets and any back-up documentation (e.g., certification letters, referral requests, solicitations, copies of advertisements, etc.) must be included in Envelope 2.

XII. RFP CONDITIONS

If awarded an agreement, the successful bidder (“Contractor”) shall comply with the requirements of the RFP and the Contractor’s bid proposal. The CDCR shall have the right, at no additional cost to the State, to require the Contractor to comply with the conditions as stated herein.

Compliance shall be applicable herein to any program or operational requirement as defined in the RFP and/or contained and submitted in the Contractor’s bid proposal. Specifically, the CDCR shall have the right, at no cost to the State, to require the Contractor to include any program and/or operational requirement omitted from the Contractor’s bid proposal on the basis that the applicable requirements of the RFP shall prevail; and/or.

The condition included herein as Section XII RFP Conditions, shall only apply in the event that a bidder is awarded an agreement. Nothing stated herein shall be interpreted by any party to mean that the bidder cannot, or will not, be disqualified from the bidding process for failure to comply with any: (1) material requirement contained in the RFP; and/or (2) factor deemed as a basis for disqualification from the RFP process. Factors stated within the RFP, which can result in a bidders’ disqualification from the RFP process, shall remain in full force and effect.

The bidder is solely responsible for reading the RFP in its entirety; meeting all RFP conditions; and for all incurred proposal development and submittal costs.

The bidder must submit any inquiries and/or comments regarding the RFP in writing to the CDCR; and the CDCR reserve the right to consider or disregard any input received. Additionally, the CDCR reserves the right not to respond
back to the bidder if it is deemed that a response is not necessary. Any submitted input resulting in modifications to the RFP will be documented by an addendum and forwarded to all bidders.

The CDCR reserves the right to retain all proposals submitted.

All proposals submitted become the property of the CDCR and will remain confidential until the evaluation and selection process is completed and agreements are awarded. The CDCR or its representative(s) reserve the right to use any or all ideas or concepts presented in any proposal submitted.

The CDCR reserves the right to reject any and all proposals and to waive any irregularities in any proposal. The proposal should be submitted on the most competitive basis in regard to price, delivery constraints, time for completion and other factors.

Proposals that contain false or misleading statements, or which provide references which do not support an attribute or condition claimed by the bidder, may be rejected.

Any resulting agreement may be immediately terminated at the sole discretion of the CDCR if false or misleading information contained in the RFP is discovered after the agreement is awarded. The Contractor will be liable for all costs associated with termination of the agreement and any subcontracts the Contractor may have for the performance of this agreement.

The CDCR reserves the right at any time, to abandon or terminate efforts to agreement for services without obligation to any bidder responding to this RFP. Correspondence, proposals, statements and other materials submitted will not be returned except at CDCR's sole discretion.

The CDCR may reject the proposal if discrepancies between sections or other errors are found in the proposal. However, the CDCR may at its discretion retain the proposal and correct any arithmetic or transposition errors in price or quantity on the basis that the Technical Proposal shall have priority over the Budget Proposal sheets. If necessary, the extensions and summary will be recalculated accordingly even if the lowest level of detail is obviously misstated. The total of the unit price items will be the product of the unit price and quantity of the item. If the unit price is ambiguous, unintelligible, uncertain for any cause, or is omitted, the amount shall be obtained by dividing the total price by the quantity of the item.

If an item is described in the technical proposal and omitted from the cost data, it will be interpreted to mean that the item will be provided by the bidder at no cost. If the recalculations or interpretations result in significant monetary amount changes to be paid to the bidder or in a requirement of the bidder to supply a
major item at no cost, the bidder will be given the opportunity to promptly establish grounds legally justifying relief from his/her proposal.

If a minor item is not mentioned in the Budget Proposal but is essential to satisfactorily performing the agreement, the proposal will be interpreted to mean that the item will be provided at no cost. If a major item or incurred is omitted by the bidder and the omission is not discovered until after agreement award, the bidder shall be required to supply the item or incur the cost at no additional cost to the CDCR.

The bidder is responsible for verifying calculations in reaching a total Budget Proposal amount. If any errors in the numerical scoring calculations or placements are detected in the RFP, the CDCR reserves the right to correct such an error at any time. Further, the CDCR reserves the right to use whichever figures are determined to be in the best interest of the State if there is a discrepancy between the unit price(s) and/or any total(s) and/or the figure(s) are ambiguous, unintelligible, or uncertain for any cause.

The rates set forth in Contractor’s bid shall remain in force for the stated term of the agreement, and shall include every item of expense including but not limited to the cost of insurance, sales tax incidental to the bid price and other costs.

Any quantities listed in the budget proposal are the CDCR’s estimates only and are being given as a basis for the comparison of bids. The CDCR does not expressly or by implication agree that the actual amount of work will correspond therewith and reserves the right to omit portions of the work as may be deemed necessary or advisable by CDCR or the State.

In case of a discrepancy between the Unit Price and Item Total, the Unit Price shall prevail. However, if the Unit Price is omitted, ambiguous, unintelligible or uncertain for any cause, the item Total shall be divided by the estimated usage to ascertain the Unit Price. In the case of a discrepancy between the Budget Proposal Total and the sum of Item Totals, the sum of all Item Totals shall prevail.

A bidder’s proposal may be withdrawn at any time prior to the proposal submission time specified in the RFP Timetable by submitting a written notification signed by the bidder for authorized agent. The bidder may thereafter submit a new or modified proposal prior to such proposal submission time. Modification offered in any other oral or written manner will not be considered. Except as provided in this RFP, final proposals cannot be changed or withdrawn after the time designated for receipt. If a bidder withdraws their proposal and/or submits a new or modified proposal as described herein, the following conditions shall apply:

Withdrawn proposals can be returned upon request to the CDCR; however, the cost of returning material shall be at the bidder’s expense. Accordingly, the
bidders’ request to have proposals returned must include the bidder’s courier name and account number.

- Any new or modified proposal must be clearly labeled as such and comply with the submission requirements of this RFP.

- The latest proposal submitted to the CDCR will supersede any previous submission; and therefore, the CDCR will only consider and evaluate the bidder’s latest proposal.

Bidders are solely responsible for ensuring timely submission and receipt of their proposals and the CDCR is not responsible for any proposal improperly labeled, addressed or delivered.

After submission of the proposal, bidders are solely responsible for notifying the CDCR of a known error, or an error that reasonably should have been known. If awarded the agreement, a bidder shall not be entitled to additional time or compensation by reason or subsequent correction of the error(s).

The CDCR reserves the right to verify a bidder’s claimed experience, education, and letters of reference and/or commitment required in a proposal element. In the event that any data is found to be inaccurate or false, in addition to any and all other rights conferred by the agreement and/or applicable law, the CDCR shall deduct the specified points allocated for the data and/or disqualify the bidder from the bidding process. In the event that any data is found after agreement award to be inaccurate or false, in addition to any and all other rights conferred by the agreement and/or applicable law, CDCR shall have the right to immediately terminate the agreement.

The CDCR reserves the right to request clarification of any issue with respect to all areas of the RFP. However, bidders must meet all submittal requirements as specified in the RFP in order for the CDCR to consider a clarification.

If the bidder had a previous agreement with the State or with any Federal, county or municipal or any other governmental agency, domestic or foreign, that was terminated for cause, the CDCR reserves the right to hold a responsibility hearing prior to awarding the agreement to determine if the bidder is responsible. The bid may be rejected if the CDCR determines that the bidder is non-responsible.

If it is determined to be in the best interest of the CDCR to extend the agreement, an amendment will be processed and signed by both parties reflecting a term extension and adjusted rates as herein discussed.

Submittal, acceptance or approval of a proposal does not ensure funding and proposals will be competitively evaluated with no guarantee that:

1. Submittal of a proposal will result in new or continued funding,
2. Funding will be at the level requested, or
3. If an award is made, the services will be exactly as proposed by the bidder.

The bidder shall agree that CDCR’s discretionary decisions made on the number of beds and/or agreements to be awarded as defined in the RFP shall be binding. The bidder further agrees that CDCR’s discretionary decisions shall not be used as a basis for the bidder to seek current or future legal remedy, relief or consideration. This condition shall apply to any party responding to this RFP who remains a bidder or who contracts with the CDCR as an FFP contractor.

XIII. EVALUATION AND AWARD PROCESS

Each proposal will be evaluated to determine responsiveness to the requirements and standards described in this RFP. The selection process complies with the requirements for competitive bidding in the State Public Contract Code Section 10344 (c) for service agreements. This selection process is known as the “High Point Method” where the proposed budgets are included as a technical component and will be evaluated with other proposal elements.

Following the time and date of receipt of proposals, each technical proposal will be opened and evaluated using the following two-step process:

Adherence to Proposal Requirements – Proposal requirements will be evaluated on a “yes/no” basis for all criteria listed on the Bid Submittal Checklist. Failure to submit the completed required documents may result in elimination of the proposal from further consideration.

Performance Evaluation – Proposals adhering to the above specified requirements will be evaluated by a committee and given a score based on the criteria contained in Proposal Elements and Scoring Criteria for this FFP.

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<tr>
<th>PROPOSAL ELEMENTS</th>
<th>MAXIMUM POINTS</th>
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<tbody>
<tr>
<td>A. Organizational Overview</td>
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<td>B. FFP Population Information</td>
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<td>C. Program Services to participants</td>
<td>290</td>
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<td>D. Program Support</td>
<td>60</td>
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<td>E. Staffing Requirements</td>
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<td>F. Contractor’s Responsibilities</td>
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<tr>
<td>G. Budget Proposal</td>
<td>257</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>857</strong></td>
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The lowest dollar BUDGET PROPOSALS shall earn 257 points. The remaining BUDGET PROPOSALS shall be divided into the lowest budget amount and the resulting fraction multiplied. The resulting factor shall represent the total number of points the bidder receives for the budget component.
The last step will consist of evaluating the DVBE worksheets and back-up documentation of the highest scoring responsible bidder’s compliance with DVBE program requirements, either by attaining the prescribed goal or demonstrating a good faith effort was made to meet the goal. This will be scored as a Pass/Fail.

**A Notice of Intent to Award** the agreement will be publicly posted for five working days following the award announcement and notification of disqualifications will be mailed to all bidders. After completion of the five day public posting, the proposed agreement awardees will be formally notified by mail and all proposals and rating sheets will be available for public inspection.

**Award of an Agreement**, if made, will be to the highest scoring responsible bidder selected in accordance with the evaluation process and whose proposal complies with all the requirements of the RFP and any addenda thereto (except for such immaterial defects as may be waived by CDCR).

**XIV. PROTEST OF AWARD**

Grounds for protesting the award of an agreement are limited to bidders who submitted a bid and can substantiate that CDCR has committed a material error in the conduct of the bid award process.

Notification of intent to protest MUST be submitted to the DGS, Office of Legal Services, and a copy submitted to CDCR at the addresses listed below within 5 State working days after notice of the apparent successful bidder has been posted by CDCR. The protesting bidder shall file a complete written justification for the grounds of the protest within 5 working days after filing the notice of intent to protest.

All protests must be received no later than 3:00 on the last day for the protest as specified in this RFP. The envelope containing the written protest must clearly state: “Protest Concerning the FFP for the California Department of Corrections and Rehabilitation.” Protests MUST be mailed to:

<table>
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<th>ORIGINAL</th>
<th>COPY HAND DELIVERY</th>
<th>COPY MAIL DELIVERY</th>
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| Department of General Services  
Office of Legal Services  
Attn: Protest Coordinator  
707 Third Street, 7th Floor  
West Sacramento, CA 95696  
Fax: (916) 376-5088 | California Department of Corrections and Rehabilitation  
Office of Business Services  
10000 Goethe Road, Ste. C1  
Sacramento, CA 95827 | California Department of Corrections and Rehabilitation  
Office of Business Services  
PO Box 942883  
Sacramento, CA 94283-0001 |
IX. PREFERENCE PROGRAM (If Applicable)

a. Small Business Preference
   www.pd.dgs.ca.gov
b. Target Area Contract Preference Act (TACPA)
   www.pd.dgs.ca.gov/disputes
c. Local Agency Military Base Recovery Area (LAMBA) Act
   www.pd.dgs.ca.gov/disputes
d. Enterprise Zone Act (EZA)
   www.osmb.dgs.ca.gov/eza/program.htm

XI. AGREEMENT EXECUTION

The Agreement will be executed upon the State’s acceptance of all documents required in this RFP. A sample Standard Agreement (STD 213) excluding the Technical and Budget Proposal is included as an example. By virtue of submitting a proposal, the bidder agrees to the terms and conditions stated therein. The Contractor will be held accountable for providing services as detailed in the proposal. The excluded documents will be incorporated into the agreement prior to its execution. At no time prior to, or after agreement execution shall the terms and conditions stated herein become negotiable by a Contractor except at the discretion of the State.

Upon receipt of agreements for signature, the Contractor must sign and return the Agreements and any/all required additional documentation in accordance with the time frame specified in the transmittal letter. In the even CDCR has not received the signed Agreements and the required documentation within the specified time frame, the award may be rescinded and awarded to the next highest scoring responsible bidder.